JSC Supplement to NPR 1450.10C, NASA Correspondence Management and Communications Standards and Style

JPR 1450.10C

EFFECTIVE DATE: March 6, 2000
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PREFACE

NASA PROCEDURAL REQUIREMENTS

NPR 1450.10C
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NASA CORRESPONDENCE MANAGEMENT AND COMMUNICATIONS STANDARDS AND STYLE

Responsible Office: C/Headquarters Operations

JSC SUPPLEMENT
PREFACE

The JSC Supplement is designed to provide users more in-depth information concerning accepted in-house preferences on correspondence practices and procedures. It is not all-inclusive and users should refer to the following publications, not necessarily in priority order, to establish the best guideline for their particular application:

NPR 1450.10 (as revised), NASA Correspondence Management and
Communication Standards and Style
JSC Supplement
The Gregg Reference Manual
Webster's Dictionary
Any other widely accepted reference material

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Effective Date: March 6, 2000

PREFACE

P.1 Purpose

a. This NASA Procedural Requirements (NPR) prescribes specific procedures for managing and controlling communications to and from the Principals of the Office of the Administrator and guidance and standards for preparing internal and external correspondence and communications in both paper and electronic formats.

b. This NPR describes various types of correspondence and communications designed to improve the management and flow of communications for cost-effectiveness, availability, and dissemination of NASA information. The NPR provides guidance for preparing, documenting, and disseminating effective communications to the widest possible audience as prescribed by NASA Policy Directive (NPD) 1090.xx, NASA Communicate Knowledge Process Policy for Programs and Projects, NPD 7120.4A, Program/Project Management, and NPG 7120.5A, NASA Program and Project Management Processes and Requirements.

c. This NPR prescribes "plain language" format and style for preparing correspondence and communications as promulgated by the President's National Partnership for Reinventing Government.

P.2 Applicability

a. This NPR addresses drafting, preparing, and reviewing internal and external correspondence and communications.

b. This NPR applies to NASA Headquarters and NASA Centers, including Component Facilities.

c. This NPR provides guidance for scientists, technologists, engineers, program and project directors and managers, and those functions involving or supporting public and legislative affairs, education, history, scientific and technical information, and technology transfer offices, and records management for preparing correspondence and communications in communicating the aspects of the knowledge gained from NASA-funded research, development, or operation to various audiences.

P.3 Authority

a. 42 U.S.C. 2451, et seq., the National Aeronautics and Space Act of 1958, as amended.
b. 5 U.S.C. 552, et seq., the Freedom of Information Act, as amended.
c. 5 U.S.C. 552a, the Privacy Act, Pub. L. 93-579, as amended.
d. 18 U.S.C. 2510, et seq., the Electronic Communications Privacy Act, as amended.
e. 44 U.S.C. 3501, et seq., Paperwork Reduction Act of 1995, Pub. L. 104-13, as amended.
f. Executive Order No. 12958, Classified National Security Information, April 17, 1995.
g. Executive Order No. 13011, Federal Information Technology, July 16, 1996.
h. OMB Circular No. A-130, Management of Federal Information Resources.

P.4 References

a. NPD 1000.1, NASA Strategic Plan.
b. NPG 1000.2, NASA Strategic Management System.
c. NPG 1000.xx, The NASA Organization.
d. NPD 1090.xx, NASA Communicate Knowledge Process Policy for Programs and Projects.
e. NPG 1090.xx, Requirements for Communicating NASA's Knowledge from Programs and Projects.
f. NPD 1440.6E, NASA Records Management.
g. NPR 1441.1C, Records Retention Schedules.
h. NPG 1450.4F, Handling Congressional Correspondence and Information Concerning Congressional Activities.
i. NPD 1450.12B, Handling Correspondence and Information from the Executive Office of the President.
j. NPD 1490.1E, NASA Printing, Duplicating, Copier, Forms, and Mail Management.
k. NPD 1600.2A, NASA Security Policy.
l. NPG 1620.1xx, Security Procedures and Guidelines.
m. NPD 2810.1, Security of Information Technology.
n. NPG 2800, Managing Information Technology.
o. NPG 2810.1, Security of Information Technology.
p. NPD 2820, NASA Software Policies.
q. NPD 7120.4A, Program/Project Management.
r. NPG 7120.5A, Program and Project Management Processes and Requirements.
s. The Gregg Reference Manual, Eighth Edition, 1998.
t. Government Printing Office Style Manual, 1984 Edition.
u. Webster's Third International Dictionary.
v. Roget's Thesaurus.
w. Government Printing Office Word Division Book.
x. The Elements of Style, Strunk and White, Third Edition, 1979.
y. A Uniform System of Citation, Sixteenth Edition, 1996, The Columbia Law Review, The Harvard Law Review Association, The University of Pennsylvania Law Review, and The Yale Law Journal.
z. Presidential Memorandum of June 1, 1998, Plain Language in Government Writing.
aa. Principles of Clear Writing, National Archives and Records Administration (1999).
bb. Better Writing, U.S. Department of Commerce (1999).
cc. U.S. Government Correspondence Manual (1992).
dd. JSC 26809, JSC Mail Services Guide.
ee. JMI 1450.1, Incoming Mail Handling, Suspense Control, and Special Handling of White House, Congressional, and Foreign National Correspondence.
ff. JHB 1600.3, JSC Security Manual.

P.5 Cancellation

NHB 1450.10B, NASA Correspondence Standards.

/S/

Daniel S. Goldin
Administrator

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CHAPTER 1: MANAGING AND CONTROLLING MAIL AND COMMUNICATIONS

Incoming correspondence, communications, and mail are handled in accordance to the guidelines in JMI 1450.5, "Incoming Mail Handling, Suspense Control, and Special Handling of White House, Congressional, and Foreign National Correspondence."

1.1 COMMUNICATIONS ADDRESSED TO THE PRINCIPALS OF THE OFFICE OF THE ADMINISTRATOR

1.1.1. The Headquarters Correspondence Management Office (HCMO) manages and controls incoming and outgoing, internal and external correspondence, communications, and mail addressed to or signed by the Principals of the Office of the Administrator, e.g., Administrator, Deputy Administrator, Associate Deputy Administrator, Chief Engineer, Chief Information Officer, Chief Scientist, and Chief Technologist.

1.1.2. The HCMO manages, controls, and tracks incoming and outgoing, internal and external communications requiring responses, as well as those actions initiated by the Administrator, Deputy Administrator, or Associate Deputy Administrator.

1.1.3. The HCMO prescribes specific guidance, procedures, and standards for preparing internal and external correspondence and communications in both paper and electronic formats.

1.1.4. The HCMO serves as the Agency focal point for communications addressed to or signed by the Principals of the Office of the Administrator.

1.1.5. The HCMO serves as the Agency authority and establishes Agencywide guidelines to ensure that NASA disseminates optimal communications to the widest possible audience.

1.1.6. The HCMO establishes the style and format for preparing various types of correspondence and communications designed to improve the management and flow of communications.

1.1.7. The HCMO ensures quality editing and proofreading that reflect "plain language" as promulgated by the President's National Partnership for Reinventing Government.

1.1.8. The HCMO coordinates senior-level communications for the Executive Office of the President, Congress, and domestic and international dignitaries.

1.1.9. The HCMO provides editorial guidance to scientists, technologists, engineers, program and project directors and managers, and to those whose functions involve or support the public and legislative affairs, education, history, scientific and technical information, and technology transfer offices.

1.1.10. The HCMO manages a tracking system of accountability for incoming and outgoing, internal and external correspondence, communications, and mail for the Office of the Administrator.

1.1.11. The HCMO manages a recordkeeping system of accountability for the incoming and outgoing, internal and external correspondence, communications, and mail for the Office of the Administrator.

1.1.12. The HCMO ensures that the Office of the Administrator's records are maintained in accordance with the prescribed Federal guidelines and applicable Agency Retention Schedules.

1.2 QUALITY CONTROL LIAISON (QCL) AND CORRESPONDENCE CONTROL LIAISON (CCL) DESIGNATIONS FOR NASA HEADQUARTERS

1.2.1. The Associate Administrator for each Headquarters organization (hereafter also referred to as the Action Office) must designate a member from its organization to serve as a QCL and CCL. These designations are required to facilitate the smooth and efficient flow of communications between the Action Office and the HCMO.

1.2.2. The QCL supports the following correspondence management activities:

a. The QCL reviews and edits Action Office responses for actions assigned by the HCMO.

b. The QCL ensures that responses for signature by the Principals of the Office of the Administrator reflect Agency standards, format, and style, and contain all appropriate information.

c. The QCL ensures that signature packages are properly assembled.

d. The QCL initials the Action Document Summary (ADS), NHQ Form 117, to signify that packages prepared for signature by the Principals of the Office of the Administrator have been reviewed and are correct. The HCMO will return all packages the QCL fails to initial. (See Appendix A, Figure A-4, Block 3.)

1.2.3. The CCL supports the following correspondence management activities:

a. The CCL serves as the focal point for correspondence and actions that are assigned to the Action Office by the HCMO.

b. The CCL manages a tracking system of accountability for actions that are assigned to the Action Office by the HCMO.

1.2.4. Each Associate Administrator must provide the HCMO with the name(s) of the individual(s) designated to serve as the QCL or CCL.

1.2.5. Each Associate Administrator must timely apprise the HCMO of changes to QCL or CCL designation(s).

1.2.6. Each Associate Administrator must provide the HCMO with the name of an individual to serve as a Point of Contact (POC) when either the designated QCL or CCL is absent or unavailable.

1.3 ACTION OFFICE MAILBOXES

1.3.1. The HCMO establishes mailboxes for each Action Office.

1.3.2. The HCMO uses these mailboxes to dispatch and transmit correspondence management matters to the Action Office.

1.3.3. Each Action Office must check its mailbox at least once per business day.

1.4 HIGH-PROFILE RESPONSES (Administration Offices)

1.4.1. Action Offices must meet due dates for high-profile (e.g., Secretary of Transportation, Director General, Russian Space Agency) responses.

1.4.2. To help identify correspondence as high profile and to call attention to special handling requirements, pertinent information, a short due date, or the number of staff hours expended to prepare the response, the HCMO notes any special information in the "Abstract" section of the Action Cover Mask. (The HCMO summarizes pertinent information regarding the correspondence and produces an Action Cover Mask that is sent with the correspondence to the Action Office.)

1.5 DUE DATES

1.5.1. The HCMO establishes a due date, using a 10-business-day timeframe when no due date is stated in the incoming correspondence.

1.5.2. When the incoming correspondence specifically states a due date, the HCMO uses that date.

1.5.3. The White House Correspondence Office establishes due dates for its referrals. The due dates vary between 15 and 25 business days, depending on the subject. The HCMO must use the White House Correspondence Office due dates in establishing an Action Office due date.

1.6 EXTENSIONS OF DUE DATES

1.6.1. All due dates must be met. Requests for extensions should be rare, and the Action Office must specifically justify the reason for its request.

1.6.2. The Action Office must immediately notify its assigned HCMO Correspondence Analyst regarding any possible delinquency.

1.6.3. The HCMO will provide guidance to the Action Office and, as appropriate, will coordinate the request for an extension on behalf of the Agency with the external organization and advise the Action Office accordingly.

1.6.4. The HCMO will provide guidance to the Action Office and will coordinate the request for an extension on behalf of the Action Office for Office of the Administrator-initiated actions with the Office of the Administrator and advise the Action Office accordingly. For example,
Capital Investment Council, Program Management Council, Senior Management Council, Senior Staff Meeting Minutes.

1.7 OFFICE OF THE ADMINISTRATOR SIGNATURE PACKAGES

1.7.1. All packages for signature by the Principals of the Office of the Administrator must first go through the HCMO. This includes NASA Directives.

1.7.2. The HCMO reviews and processes the package for signature by the Office of the Administrator. Incomplete packages or packages requiring corrections are returned.

1.7.3. Do not carry packages directly to the Office of the Administrator. The Office of the Administrator will return them to the HCMO.

1.8 CONCURRENCES FOR OFFICE OF THE ADMINISTRATOR SIGNATURE PACKAGES

1.8.1. The Action Office must obtain all required concurrences on the ADS before submitting signature packages to the HCMO. The HCMO recommends that the Action Office simultaneously hand-carry or fax the package.

1.8.2. The Action Office reviews the “Info Offices” listed by the HCMO on the Action Cover Mask to determine the appropriate concurrences.

1.8.3. The Action Office must obtain concurrences on the ADS from the cognizant Headquarters organizations when responses include data from other Headquarters offices or Centers.

1.9 CORRESPONDENCE TO OFFICIALS-IN-CHARGE OF HEADQUARTERS OFFICES AND/OR CENTER DIRECTORS

1.9.1. The Action Office must include the most current distribution list in the signature package.

1.9.2. The HCMO will return the signature package to the originating office if the distribution list is absent or incorrect.

1.9.3. Visit the Correspondence Management Web site on the **HQ Home Page** at http://www.hq.nasa.gov/office/codec/codeci/mailcor/cormgt.html to see the most current listings.

CHAPTER 2: NASA WRITING STANDARDS

2.1 ORGANIZED WRITING

Though format is important, clarity is even more important. The following techniques and guidelines can help make your writing more organized, natural, and concise.

2.1.1. **Follow the newspaper format.** Open with the most important information and decrease to the least important. Avoid mere chronology.

2.1.2. **Start fast, explain as necessary, then stop.** When writing a letter, think about the one key sentence that expresses the main idea. Do not waste the opening–the strongest place in a letter. Begin with the key sentence, if appropriate; if not, be sure it appears by the end of the first paragraph. Put requests before justifications, answers before explanations, conclusions before discussions, and summaries before details.

2.1.3. **Key points**. In a complex proposal or a reply to various questions, there may be many key points. In these cases, begin with a general statement of purpose, such as the policy directives. The following examples demonstrate this technique:

a. We inspected the Engineering Department on January 24, 1997, and found its overall performance satisfactory.

b. We request authorization to hire a full-time clerk typist or to reassign someone from the word processing center.

c. This memorandum summarizes initial plans for reorganizing the Personnel Department.

2.1.4. **Be direct**. Occasionally, you may delay a main point to soften bad news or to introduce a controversial proposal. However, do not delay routinely. Readers, like listeners, are deterred by those who take too long to get to the point. In most cases, it is best to be direct.

2.1.5. **Persuade vs. inform.** When writing to persuade rather than to inform, end strongly–with a forecast, appeal, or implication. When feelings are involved, exit gracefully–with an expression of good will. When in doubt, offer assistance and the name and telephone number of a contact.

2.2 SPOKEN STYLE

2.2.1. **Speak and communicate on paper**. Because readers hear writing, the most readable writing sounds like people talking to people. To achieve a spoken style, imagine your reader is sitting across the desk from you. If you are writing to many readers and none in particular, talk to one typical reader. Then write with personal pronouns, everyday words, and the other techniques provided in this NPR. Once you have a draft, read it aloud. It should sound like something you might say in person. Whether writing formally or informally, use language you would use in speaking.

If you are writing for someone else's signature, write the letter as you would expect the person signing to speak to the reader.

2.2.2. **Do not use contractions in formal writing**.

2.2.3. **Speak directly to your readers**. Use the imperative mood when preparing administrative documents, especially procedures, "how-to" instructions, and lists of duties. Directness also avoids the passive voice. This style results in guidance that is shorter, crisper, and easier to understand.

SAY: Sign all copies. Provide the draft by Monday.

2.2.4. **Focus on your reader's needs**. Writing helps you find out what you think; as you compose, you discover ideas. To keep from wandering, analyze your audience in light of your purpose. You should be able to answer these next questions before you begin to write.

a. What is my purpose?

b. Who are my readers?

c. What are their interests?

d. How much do they know already?

e. What will make it easy for them to understand or act?

2.3 COMPACT WRITING

2.3.1. **Give your ideas no more words than they deserve.** Shorten paragraphs to sentences, sentences to clauses, clauses to phrases, phrases to words, words to pictures, or strike the idea entirely. Keep only what contributes to meaning.

2.3.2. **Avoid "it is" and "there is."** Unless "it" refers to something mentioned earlier, write around "it is." "It is" constructions tangle sentences, delay meaning, encourage passive verbs, and hide responsibility. Spare only natural expressions such as "it is time to …" and "it is your job to …"

It is my understanding that your program covers medical expenses from such injuries.

I understand that your program covers medical expenses from such injuries.

It is recognized that as the project evolves, there likely will be changes in task definitions and priorities.

We recognize that as the project evolves, task definitions and priorities are likely to change.

2.3.3. **Beware of "there is" and "there are."** Most of these delayers can be avoided by simple subtraction or slight manipulation. This technique is illustrated in the following examples:

There are some deadlines that cannot be changed.

Some deadlines cannot be changed.

2.3.4. **Shorten wordy expressions**. Instead of adding impressive bulk to writing, wordy expressions clutter it by getting in the way of the words that do the important work. Phrases like **in order to (to*)*** and **a number of (some)** are minor ideas that deserve no more than a word apiece. Tap them and move on.

DO NOT SAY	SAY
a number of	some
at the present time	now, at present
due to the fact that	because
for a period of	for
for the purpose of	for, to
in accordance with	under
in an effort to	to
in a timely manner	promptly, on time
in order to	to
in the amount of	for
in the near future	soon
on a quarterly basis	quarterly
the month of June	June

2.3.5. **Beware of "ly" words**. Let nouns and verbs do the work. Words ending in **"ly"** often overmodify writing. They neither save weak ideas nor improve strong ones.

DO NOT SAY (Weak)	SAY (Strong)
I absolutely believe	I believe
we certainly agree	we agree
successfully complete	complete
when totally free	when free

2.3.6. **Cut doublings**. Doublings satisfy a yearning for symmetry, for the sound of the second shoe dropping. One writer expresses **thanks and gratitude**; another, **interest and concern**. Whatever the differences the writer may see between such synonyms, they are lost on readers. Choose one.

SAY
pleased OR delighted
stimulating OR interesting
review OR comment on
help OR support

2.3.7. **Use everyday words**. Readers may know that **retain** means **keep** and **assist** means **help**, but they should not have to translate. Size of vocabulary is less important than skill in manipulating the words that you already know.

DO NOT SAY	SAY
appreciable	many
assistance	help
capability	can
consequently	so
demonstrate	show
endeavor	try

equitable	fair
expedite	hurry, speed up
forward	send
indicate	show
magnitude	size
methodology	method, way
optimum	best, largest
preclude	prevent
remainder	rest
terminate	end
timely	prompt
utilize	use

2.3.8. **Use short, spoken transitions**. Because we use so many transitions, they can inflate or deflate the rest of what we say. Save long, bookish ones for variety.

DO NOT SAY (Bookish)	**SAY (Spoken)**
consequently	so
however	but
nevertheless	still
therefore	so

2.3.9. **Avoid legalistic language**. Let the authority rest in the signature. Write to express rather than impress.

DO NOT SAY (Awkward)	**SAY (Spoken)**
aforementioned	the, that, those
heretofore	until now
herewith is	here is
notwithstanding	in spite of

2.4 TONE

2.4.1. A writer's attitude toward the subject or readers causes relatively few problems in routine letters. The rules are straightforward.

2.4.2. Subordinates may suggest, request, or recommend, but only superiors may direct. Though pronouns are acceptable, do not get personal. Courtesy is required; warmth is not. A neutral tone is preferred.

Consider the purpose of the letter when choosing tone and using pronouns. See 2.8.

2.4.3. Because much writing is routine, tone sometimes causes problems when the matter is delicate. The more sensitive the reader or issue, the more careful we must be to promote good will. Tactlessness in writing suggests clumsiness in general. When feelings are involved, one misused word can offend the reader.

2.4.4. **Be mindful of rubberstamp endings.** They do not improve good letters or save bad ones. To the reader whose request has been denied, an offer of further assistance promises further disappointment. As an example, the following closing sentence should be dropped entirely or incorporated with the rest of the letter.

> This setback aside, we hope that you will take advantage of other courses available to you.

2.5 WRITE POSITIVELY

2.5.1. As you write, avoid negative language. Unless you have some special reason to caution against something, be positive. If you can accurately express an idea either positively or negatively, express it positively.

2.5.2. The positive statement is usually clearer and briefer. But a negative statement can also be clear. Use it if you are cautioning the reader.

DO NOT SAY (Negative)	SAY (Positive)
The Administrator may not appoint persons other than those qualified by the Personnel Management Agency.	The Administrator must appoint a person qualified by the Personnel Management Agency.
It will not be ready until Monday.	It will be ready on Monday.
You failed to sign the other copy.	You need to sign the other copy.
Opportunity is limited.	Competition is keen.

2.5.3. Avoid several negatives in one sentence.

DO NOT SAY	SAY
A demonstration project will not be approved unless all application requirements are met.	A demonstration project will be approved only if the applicant meets all requirements.

2.5.4. It is better to express even a negative in positive form.

DO NOT SAY	SAY
not honest	dishonest
did not remember	forgot
did not pay any attention to	ignored
did not remain at the meeting	left the meeting
did not comply with or failed to comply with	violated

2.5.5. “Yes” answers need little explanation. A letter of denial should be explained in enough detail to avoid any hint of a brushoff. Most “no” answers need some explanation.

DO NOT SAY (Negative)	SAY (Positive)
Opportunity is limited.	Competition is keen.
Discontinue poor writing.	Begin writing well.
The cup is half empty.	The cup is half full.

2.5.6. Use a positive approach to remove some of the sting from the response. The following examples demonstrate this technique.

a. Given the limited number of spaces available for the management training program, we must take employees who meet the grade-level requirements before considering others.

b. Because of the keen competition, we are unable to select you for the management training program at this time. Those who met the grade-level requirements were considered first.

2.5.7. Open a letter by acknowledging the favorable endorsements, and close by thanking the applicant for his or her years of service. This technique helps to soften the bad news.

2.6 WRITE SHORT, DISCIPLINED SENTENCES

2.6.1. Readable sentences are simple, active, affirmative, and declarative. The more a sentence deviates from this structure, the harder the sentence is to understand. Though short sentences will not guarantee clarity, they are usually less confusing than long ones.

2.6.2. State one thing only in each sentence.

2.6.3. Divide long sentences into two or three short sentences. Average 20 words or less when mixing long and short sentences.

2.6.4. Use parallel structure. In parallel structures, sentences and phrases use the same parts of speech to express different ideas. Look for opportunities to arrange two or more equally important ideas so that they look equal. Any sentence over 30 words should be perfectly parallel. Parallel structure is especially important when you use a list. Parallelism saves words, clarifies ideas, and provides balance. This technique is demonstrated in the following examples:

In sentences–

(not parallel)

- Their position is that the symposium is a forum for the dissemination of information and is not intended to establish standards.

(parallel, concise, ideas balanced)

- Their position is that the symposium is a forum for sharing information and not for setting standards.

(not parallel)

- Effective October 1, 1997, addressees will be required to utilize the cost accounts contained in Enclosure 1. Addressees will cease reporting against cost accounts A12, B34, and C45.

(parallel, concise, ideas balanced)

- On October 1, 1977, begin using the cost accounts in Enclosure 1, and cease using cost accounts A12, B34, and C45.

(not parallel)

- By purchasing this equipment, we would cut down on errors, and expenses in the long run would be reduced.

(parallel, concise, ideas balanced)

- By purchasing this equipment, we would reduce errors and expenses**.**

In a list–

(not parallel)

- The duties of the Executive Secretary of the Administrative Committee are:

    - To take minutes of all the meetings; (phrase)
    - The Executive Secretary answers all the correspondence; and (clause)
    - Writing of monthly reports. (topic)

(parallel, concise, ideas balanced)

- The duties of the Executive Secretary of the Administrative Committee are:

    - To take minutes of all the meetings;
    - To answer all the correspondence; and
    - To write the monthly reports.

2.6.5. **Remove all unnecessary words**. Strive for a simple sentence with a subject and verb. Eliminate unnecessary modifiers.

2.6.6. **Place key ideas deliberately**. Begin and end a sentence with the most important point because ideas gain emphasis when they appear at either end. To mute an idea, place it in the middle. To improve sentences that mumble, place ideas deliberately, place less emphasis on minor ideas, use more parallelism, and use concise sentences. These techniques are demonstrated in the following examples:

a. It has been determined that moving the computer, as shown in Enclosure 1, would allow room for another cabinet to be installed. (“moving the computer” muted)

b. Moving the computer, as shown in Enclosure 1, would allow room for another cabinet. (“moving the computer” stressed)

c. I would like to congratulate you on your selection as our Employee of the Month for December. (“congratulations” muted)

d. Congratulations on your selection as our December Employee of the Month. (“congratulations” stressed)

2.6.7. Place minor ideas in secondary clauses; do not make them the main subject of a sentence.

a. The revised housing allowance tables, which have been mailed to all pay offices, are effective October 1, 1997. ("date" stressed)

b. The revised housing allowance tables, which are effective October 1, 1997, have been mailed to all pay offices. ("mailing" stressed)

2.6.8. **Be concise**. An occasional sentence of six words or fewer grabs the reader's attention. This is an excellent technique to make a key point. This technique is illustrated in the following example:

> I can get more information if each of you gives me less. Here is why. In a week, around 50 staff actions appear in my In box. I could handle that if all I did was work the In box. Yet 70 percent of my time is dedicated to attending briefings. I could handle that dilemma, too—listening to briefings and thinking about staff papers at the same time. However, I do not.

2.6.9. **Use questions in your writing**. A request gains emphasis when it ends with a question mark. Look for opportunities to reach out to your reader. This technique is demonstrated in the following example:

> Request this office be notified as to whether the conference has been rescheduled.
>
> Has the conference been rescheduled? (preferred)

2.7 USE SHORT PARAGRAPHS

2.7.1. Long paragraphs overwhelm ideas and impede the reader's progress. You can improve clarity by using short, compact paragraphs. Each paragraph should deal with a single, unified topic. Cover one topic completely before beginning another. Present lengthy, complex, or technical discussions in a series of related paragraphs or as an Appendix.

2.7.2. Use short paragraphs, especially at the beginning of letters. Long first paragraphs discourage reading.

2.7.3. Call attention to lists of items or instructions by displaying them in subparagraphs or separating by bullets. However, do not use so many levels of subparagraphs that the writing becomes difficult to follow.

****JSC uses indented and enumerated lists. Bullets are not to be used. See Figure 3-2.***

2.7.4. Occasionally, use a one-sentence paragraph to highlight an important idea.

2.8 USE PERSONAL PRONOUNS

2.8.1. Personal pronouns are immediate and easy to understand. They help clarify the "who."

2.8.2. Use the following techniques to help retain the reader's interest:

a. When referring to the Agency, office, or group, use "we," "us," or "our." Do not refer to the Agency as "it."

b. When speaking for yourself, use “I,” “me,” or “my.”

c. Use “I,” “me,” and “my” less often, and then only to indicate special concern or warmth.

d. When referring to the reader, stated or implied, use “you.”

Consider tone when using personal pronouns. See 2.4.2.

2.9 USE ACTIVE VOICE

2.9.1. The active voice eliminates confusion by forcing you to name the actor in a sentence. This construction makes it clear to the reader who is to perform the duty. Use a who-does-what order. This technique is demonstrated in the following example:

Active: The worker inspected the orbiter.

2.9.2. The passive voice makes sentences longer and roundabout. Who is responsible is much less obvious. Passive verbs have a form of the verb “to be” plus the past participle of a main verb:

Passive: The orbiter was inspected by the worker.

Examples of these verb forms include the following words: am, is, are, was, were, be, and been, as well as, a main verb usually ending in “en” or “ed.” These include “was received,” “is being considered,” and “has been selected.”

2.9.3. The passive voice reverses the natural, active order of English sentences. In the following passive example, the receiver of the action comes before the actor:

Passive: The regulation [receiver] was written [verb] by the drafter [actor].

Active: The drafter [actor] wrote [verb] the regulation [receiver].

The “actor” is the “doer” of the action, the person doing the action.

2.9.4. Passive constructions are confusing. Active sentences must have actors, but passive ones are complete without them. See the following ambiguous passive sentences.

The material will be delivered.	By whom?
The start date is to be decided.	By whom?
The figures must be approved.	By whom?

Putting the actor before the verb forces you to be clear about responsibility.

a. The messenger will deliver the material.

b. The contractor will decide the start date.

c. The administrator must approve the figures.

2.9.5. Use the passive voice only when the actor is unknown, unimportant, or obvious. This does not usually apply in administrative writing.

a. Small items are often stolen.

b. The applications have been mailed.

2.10 USE ACTION VERBS

2.10.1. Expressions with embedded verbs are called “nominals.” They are difficult to read and make sentences longer. Action verbs are shorter and more direct.

DO NOT SAY	SAY
give consideration to	consider
is applicable to	applies to
make payment	pay
give recognition to	recognize
as concerned with	concerns

2.10.2. Weak writing uses general verbs, which require extra words to complete their meaning. Focus on the verbs–the only words that can do things.

DO NOT SAY	SAY
make preparations for	prepare for
make use of	use
is indicative of	shows
undertake an analysis	analyze
as stated in	states

2.10.3. Avoid the “-ion of,” the “-ment of,” and the “ize of.”

2.11 USE PLAIN WORDS

2.11.1. Government writing should be dignified, but it should also rely on plain language.

2.11.2. Avoid jargon and pretentious expressions. To make your writing clearer and easier to read and, thus, more effective–use the simple word.

DO NOT SAY	SAY
construct, fabricate	make
initiate, commence	begin
terminate	end
utilize	use
substantial portion	large part
afforded an opportunity	allow

2.11.3. **Omit needless words**. Do not use compound prepositions and other wordy expressions when the same meaning can be conveyed with one or two words.

DO NOT SAY	SAY
because of the fact that	since (because)
call your attention to the fact that	remind you
for the period of	for
in many cases	often
in many instances	sometimes
in the nature of	like
the fact that he had not succeeded	his failure
the question as to whether	whether

2.11.4. **Avoid redundancies**. Do not use word pairs, if the words have the same effect or where the meaning of one includes the other.

Word pairs to avoid:

any and all
authorize and direct
cease and desist
each and every
full and complete
order and direct
means and includes
necessary and desirable

2.11.5. **Use concrete words**. Government writing is often about abstract subjects. But abstract words can be vague and open to different interpretations. Put instructions in simple, concrete words.

DO NOT SAY	IF YOU MEAN
vehicles	automobiles
firearms	rifles
aircraft	helicopters

Write in specific terms.

2.11.6. **Do not use words that antagonize**. Words can attract or repel readers. It is possible to choose words in our writing that do not make the wrong impression or antagonize our readers. Use words to which people react favorably rather than words that they resent.

USE WORDS LIKE	RATHER THAN THESE WORDS
achieve, benefit, guarantee, reasonable, reliable, service, useful, you, please	allege, blame, waste, alibi, impossible, liable, oversight, unfortunate, wrong

2.11.7. Know the difference between “must,” “shall,” and “will.”

2.11.7.1. Study the following meanings:

Shall	Imposes obligation to act; secondary meaning, prediction of future action; legal and legislative documents commonly use it to indicate obligation to act
Will	Predicts future action

Must	Imposes obligation, indicates a necessity to act
Should	Implies obligation or preference, but not absolute necessity
May	Indicates permission to act
May not	Indicates a prohibition

2.11.7.2. Follow these guidelines:

a. Use “will” to predict future action.

b. Use “must” to indicate obligation to act (especially in everyday speech).

c. Use “must” or “shall” to indicate obligation to act in legal or regulatory documents (e.g., directives).

d. Do not use “will” to indicate obligation to act.

2.11.8. **Avoid split infinitives**. The split infinitive offends many readers, so avoid it if you can. (An infinitive is the word "to" followed by a verb.)

DO NOT SAY	SAY
Be sure to promptly reply to the invitation.	Be sure to reply promptly to the invitation.
	Be sure to reply to the invitation promptly.

See The Gregg Reference Manual, Section 1044, on infinitives and their use.

2.11.9. **Avoid noun sandwiches**. Administrative writing uses too many noun clusters–groups of nouns “sandwiched” together. Avoid these confusing constructions by using more prepositions. Which meaning is intended becomes clearer when the four-word sandwich is divided (see example below).

DO NOT SAY	SAY
Underground mine workers safety protection procedures development.	Development of underground procedures for the protection of the safety of mine workers. Or Development of procedures for the protection of the safety of workers in underground mines.

2.11.10. Do not use gender-specific terminology. Avoid the gender-specific job title.

DO NOT SAY	SAY
crewman	crewmember
draftsman	drafter
enlisted men	enlisted personnel
fireman	firefighter
foreman	supervisor
manhours	hours worked
manpower	personnel, workforce

DO NOT SAY	SAY
The Administrator or his designee must complete the evaluation form.	The Administrator or the Administrator's designee must complete the evaluation form.

2.11.11. Know the difference between "which" and "that." Do not substitute "which" for "that" simply because it sounds more elegant. Correctly using "which" vs. "that" could make an important difference in the meaning of what you say. When used as relative pronouns, "that" is defining (it limits the denotation of the antecedent to which it refers), and "which" is nondefining. Think of it this way: "that" limits things being referred to; "which" does not. The differences in the meanings are demonstrated in the following examples:

If only some of the rocket engines ignited, say: "The engines that ignited…"

But if all the rocket engines ignited, say: "The engines which ignited…"

See The Gregg Reference Manual, Section 1062.

2.11.12. Avoid unnecessary or complicated references. Many letters need no references at all, while others need refer only to the latest communication in a series. When responding to an earlier communication, subordinate the reference to the main point. An example of a run-on and concise sentence is demonstrated in the following examples, respectively:

a. This is in reply to your conversation with Dr. Jones on August 1, 1999, wherein you requested a copy of the Program Operating Plan, a copy of which is enclosed.

Preferred:

b. Enclosed is the Program Operating Plan you requested from Dr. Jones on August 1, 1999.

2.11.13. Include in the text any reference cited in the reference line.

2.12 ACRONYMS

The rules of English grammar should be followed when using abbreviations and acronyms.

2.12.1. Do not use acronyms more than necessary. Spell out an acronym the first time it appears, followed by the acronym in parentheses. Capitalize the first letter of each word that constitutes the acronym, as indicated below and as cited in Appendix H. Acronyms.

Flight Readiness Review (FRR)

2.12.2. If an acronym appears only twice or infrequently, spell out the term every time or avoid the acronym entirely.

2.13 COMPUTER/INTERNET WORDS: USAGE AND STYLE

2.13.1. Study The Gregg Reference Manual, Ninth Edition, 2001, Appendix B, Glossary of Computer Terms, before preparing paper or electronic communications containing computer or Internet words.

2.13.2. Use the following styles for expressing Internet words.

a. Internet and Net: Initial cap the "I" and "N," even within a sentence.

b. World Wide Web or WWW or Web or the Web: Initial cap the “W,” even within a sentence.

c. Web site and Web page (two words): Initial cap the “W,” even within a sentence.

JSC uses initial caps for “S” in site and “P” in page, when referring to a specific Web site or Web page; e.g., JSC’s Safety and Total Health Web Site or JSC’s Swap Shop Web Page.

d. Home Page (two words): Initial cap when referring to a specific home page or home page title; e.g., NASA Headquarters Home Page; you may want to develop a home page for your audience.

e. E-mail (electronic mail): Always hyphenated; initial cap the “e” only when used as a heading or at the beginning of a sentence.

Examples:
E-mail is an electronic communication.
Please send me the information in an e-mail message.

2.13.3. Do not use all-capital letters in composing an e-mail message. Generally, it implies that the writer is shouting at the reader.

Note: The plural of computer mouse is computer mice.

CHAPTER 3: LETTERS (FORMATS)

3.1 STANDARD BUSINESS LETTER

Before preparing letters, study the figures in this chapter. These guidelines are standard features for correct letter formatting for NASA.

For help in determining whether to use a letter format or a memo format in correspondence being prepared for the Center Director's signature to Headquarters or other Centers, check the incoming correspondence format. Usually the response will follow a like format.

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

3.1.1. **Administrator's Correspondence.**

For specific instructions on preparing correspondence for the Office of the Administrator, see Appendix A: Administrator's Correspondence Preparation and Control.

3.1.2. **Stationery.**

Prepare all correspondence on official NASA insignia "meatball" letterhead. Use plain bond paper for succeeding pages. See Appendix A for guidelines on stationery to be used for officials in the Office of the Administrator.

a. Use JSC letterhead for official written correspondence.

b. Prepare intracenter correspondence on black letterhead. Blue meatball letterhead may be used for correspondence leaving JSC—intercenter, contractors, etc.

c. Use blue meatball letterhead on the original of all external correspondence for signature in the Office of the Director except when the correspondence is addressed to distribution and copies of the original will be made.

3.1.3. **Type.**

Larger, pica font is preferred over smaller, elite font. Use script or italic only for occasional emphasis. Do not type entire letters in script or italic.

With the flexibility afforded us by computers, judgment may be used for applying font sizes to accommodate letter length and purpose. For example, one-page letters are preferred, but not at the expense of readability due to too small a font size.

3.1.4. **Ink.**

Use black or blue-black ink to type, date, and sign correspondence.

3.1.5. **Margins.**

Set the left margin two spaces to the right of the printed caption "Reply to Attn of:" (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately 1 inch. Set the top margin at 1 inch on the second and succeeding pages. Do not justify the right margin.

3.1.6. **File Copies.**

Always prepare an official record copy.

The text of the official file copy and other copies must be identical to the original letter. If the original is revised, revise all remaining copies within the package.

a. **Official Yellow File Copy.** An official "yellow" record copy is preferred. If a yellow copy is not possible, prepare a white copy visibly marked in the upper right corner with "Official File" or "Official Record Copy." If concurrences are required, use NASA Form 1267 (or 1267A for laser printers) for the first page of the official file copy of the letter.

1). The Official File Copy is more commonly known as the concurrence sheet. JSC does not require this to be a yellow copy.

2). Do not cut official documents for any purpose. See 3.2.1.3 for retyped and rewritten letters.

3). Concurrence blocks are to be located on the signature page of the official file copy, not on the first page as stated in 3.1.6.a. Therefore, if the memo is two pages in length, the concurrence blocks should be located on the second page. The second page should also have the writer's code (letter number) and page number located at the top.

b. **Other File Copies.** Individual office requirements vary. Prepare only the number of copies required for distribution based on the correspondence practices of your office.

1). If more than five copies are required (not counting GP44 and ECCO copies, when preparing Office of the Director signature packages) for a signature package, make a reproduction copy marked in nonreproducible blue pencil "cc repro" in the top right corner.

2). Copies external to JSC must be on JSC letterhead.

3.1.7. **Reply to Attn of: (Writer's Code).**

The writer's organizational and/or mail code or mail stop serves as a basic identification symbol and must appear on all outgoing correspondence. Type only the writer's code in letters or numerals on the "Reply to Attn of:" line.

Due to automated tracking systems, JSC permits the use of the following writer's code (a.k.a., letter number) format—the originator's mail code, the last two numbers of the calendar year, and up to a three-digit control number that is assigned by the originating office.

Examples: EA-00-002, CA4-00-104

Type the writer's code (letter number) on the second and succeeding pages flush with the left margin opposite the page number. This also applies to distribution, "cc:," and "bcc:" list pages.

Example:

SA-90-025   2

The body of the letter begins 1 inch from the top of the page observing the 1-inch top margin guideline.

3.1.8. **Dating Correspondence**.

Date the letter after it is signed. Stamping the date is preferred; however, if typed, ensure that the type style is the same as the letter. Stamp or type the date at the right margin directly across from the "Reply to Attn of:" line (e.g., August 20, 1998). Do not use military style (e.g., 20 Aug 1998) or endings such as "st" or "th" after the day (e.g., Aug 20th).

3.1.9. **Inside Address.**

3.1.9.1. Type the address at the left margin, three typing returns below the "Reply to Attn of:" line. Type the addressee's full name and title. Do not abbreviate names or use nicknames. If the gender is unknown, address the individual by first and last name in the salutation line; e.g., "Dear Kris Szaniawski:." Single-space the address and arrange it in block style.

According to the GPO Style Manual, we are not to abbreviate street, avenue, place, road, square, etc., in inside addresses. If, however, the line length exceeds the line length limitation so that abbreviating becomes necessary, consult the GPO Style Manual for appropriate abbreviation forms. See 3.1.10.

3.1.9.2. Type the elements of the address information as follows: Line 1: Name of Recipient; Line 2: Title, if applicable; Line 3: Company, Federal Agency, Organization; Line 4: Delivery or Street Address; Line 5: City, State, and ZIP Code. The following examples show the various acceptable order of the address information:

Non-NASA Addressee

Mr. Paul B. Smith
President and Chief Executive Officer
United Space Alliance
1150 Gemini Avenue
Houston, TX 77058

Non-NASA With Nine-Digit ZIP Code

Mr. Thomas R. Wittor
Director of Personnel
Providence Software Company, Inc.
892 Market Street
Chicago, IL 60601-1234

Non-NASA Addressee

Mr. J. Richard Brown
President
National Aviation Club
1500 N. Beauregard Street, Suite 104*
Alexandria, VA 22311

*Preferred Suite Placement

NASA Addressee

Mr. Roy Bridges
Director
Kennedy Space Center
National Aeronautics and Space Administration
Kennedy Space Center, FL 32899

(Shows “NASA” written out)

NASA Addressee

Mr. Donald J. Campbell
Director
NASA Glenn Research Center
21000 Brookpark Road
Cleveland, OH 44135

(Shows “NASA” and “Center” on one line)

NASA Addressee

Dr. Robert A. Parker
Director, NASA Management Office
NASA Jet Propulsion Laboratory
4800 Oak Grove Drive
Pasadena, CA 91109-8099

(Shows “NASA” and “Center” on one line)

International Addressee
With Unidentifiable Gender

Kris Szaniawski
Editor
World Statesman
1 Great Cumberland Place
London W1 H7AL
ENGLAND**

**Preferred for inside address but mandatory for addressing the envelope.

International Addressee
With Delivery Zone

Mr. W. MacDonald Evans
President
Canadian Space Agency
6767 route de l’Aeroport
Saint-Hubert, Quebec J3Y 8Y9
CANADA**

**Preferred for inside address but mandatory for addressing the envelope.

NASA Addressee

Ms. Jane Smith
Chief, Communications Branch
Code CCC
NASA Headquarters
Washington, DC 20546-0001

Non-NASA With Nine-Digit ZIP Code

Rear Admiral N. T. Saunders
Chairman, Interagency Committee on Search
  and Rescue
U.S. Department of Transportation
2100 Second Street, SW
Washington, DC 20593-0001

When addressing a JSC recipient who will be receiving the correspondence via site mail, you may opt to use "NASA Johnson Space Center" and leave off the street address.
Example:
Mr. Gregory W. Hayes
AH/Director, Human Resources
NASA Johnson Space Center
Houston, TX 77058

As mentioned in Appendix D, the official country name is to be used. The Headquarters Office of External Relations can provide the official country name.

3.1.10. **Address Lines**.

No line of the address should be longer than 3 ½ inches. When runover lines are required, indent the second line two spaces from the left margin. Limit the address to seven lines both within the correspondence and on the envelope. See Chapter 7: Envelopes and Mailing for further information and the proper placement of address information on envelopes and mailers.

Current postal machines read the last two lines of the address for street, city, state, and ZIP Code. Addresses deviating from this format are manually handled, delaying delivery. Guidelines to follow are listed below.

Mr. James Reed **100 Main Street** **Detroit, MI 48217**	***If applicable, either a street address or a box number is used–never both.***
Mr. John Brown **Box 2, Potomac Station** **Alexandria, VA 22301**	***If both a box number and a Post Office station name are used, the box number must appear first.***

Ms. Jane Smith **R.F.D. 1, Box 12** **Pleasantville, NY 10570**	***If the letter is for rural delivery, the route number must precede the box number.***
Ms. Sue Brown **600 Vernon Street, Apt. 2** **Camp Springs, MD 20022** **or** **Mr. John (Woodie) Harris** **Suite 115-H** **17001 Bloomingdale Boulevard** **New York, NY 10571**	***If an apartment, room, suite, or other unit number is used, it should appear after the street address and on the same line*** ***or*** ***it may appear in the line above the street address but never to the left or below.***
Mr. William Jones **Valley, TX 75204**	***If the letter is going to a small town or village without a street address, rural route, or box number, use a two-line address rather than showing the city on one line and the state and ZIP on the next.***

3.1.11. **Address Salutation.**

Appendix E. Forms of Addresses contains proper salutations for domestic and international addresses. The incoming document usually contains the correct address format and is also a good reference.

3.1.12. **Salutation.**

A personalized business letter requires a salutation. See Figures 3-1 and 3-2, of this chapter, and Appendix E. Forms of Addresses for examples of proper salutations.

3.1.13. **Body of Letter.**

Use single-spaced text with double-spacing between paragraphs. Type text paragraphs in block form. When a paragraph is separated into subparagraphs, number and letter the subparagraphs as shown in Figure 3-2 of this chapter. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or at the end of the last full line of a paragraph.

a. Within text, dates are written out using the month, day, year format; i.e., September 3, 2000. Do not use military style format for the date or for the time.

Correct: January 1, 2000 ***Incorrect: 1 January 2000***	***Correct: 1:30 p.m.*** ***Incorrect: 1330 hours***

b. Mail codes within text are not used as substitutes for names of people or organizations.
Example:
Incorrect: AP is the office of record.
Correct: The Public Affairs Office is the office of record.

c. When an abbreviation, such as Public Affairs Office (PAO), has been established, the abbreviation may be used thereafter.
Example: PAO will review the new requirements.

d. Do not use the postal two-letter abbreviations for states within the body of correspondence. Established abbreviations may be used when space is limited. See The Gregg Reference Manual, Section 527, for a listing of those abbreviations.
Example: For Texas, use Tex., not TX

e. Use two spaces after ending punctuation. See The Gregg Reference Manual, Section 299, Spacing With Punctuation Marks.

f. Use periods rather than asterisks for ellipses. See the GPO Style Manual, Section 8.76, and The Gregg Reference Manual, Section 274.

g. Dashes have become increasingly popular. Many fonts offer the dash character, but some do not. Therefore, to construct a dash, strike the hyphen twice with no space before, between, or after the hyphens. See The Gregg Reference Manual, Section 216.
Example: Our procurement conference next year is in Hawaii–on Maui.
Note: For Microsoft Word users that have selected AutoCorrect or AutoFormat to format your documents, Microsoft Word automatically inserts an en dash or an em dash when you type two hyphens.

h. Quotation marks are not used when quoted material is set apart; this extraction replaces the quotation marks. Instead, indent the quoted material five character spaces from each side margin, leaving one blank line above and below the extract. See The Gregg Reference Manual, Section 265.

3.1.14. **Widows and Orphans.**

Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines of that paragraph can be carried over to that page. See Figure 3-3 of this chapter for instructions on numbering pages.

The following is a description of widows and orphans given by Microsoft Word:
A widow is the last line of a paragraph printed by itself at the top of a page. An orphan is the first line of a paragraph printed by itself at the bottom of a page.

3.1.15. **Succeeding Pages.**

Type succeeding page(s) of a letter on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately 1 inch to the left of the right edge of the page. Continue the body of the letter two lines below the page number. Allow the same margins as for the first page. See Figure 3-3 of this chapter for instructions on numbering pages.

3.1.16. **Complimentary Close.**

A personalized business letter requires a complimentary close. Use “Sincerely,” for all NASA correspondence. Use “Respectfully,” when the letter is addressed to the President of the United States.

On 1/29/02, HQ directed the use of “Cordially” instead of “Sincerely.”

3.1.17. **Signature Blocks.**

a. **Format**. Type the signature information at the left margin, five typing returns below the complimentary close. Type the name, title, and office of the signing official. Do not use titles such as Mr., Mrs., Ms., or Dr. in the signature block. Indent runover title lines two spaces to show continuation as shown in the following examples:

Example 1:	Example 2:
Cheryl L. Ellis Correspondence Control Assistant Office of Space Science	Edward J. Weiler Associate Administrator for Space Science

b. **Dual-Signature Blocks**. When it is required that two people sign a letter, arrange the two signature blocks side by side or one beneath the other. See paragraph 3.2.1.4.

c. If signature blocks are to be placed side by side, begin the first signature block at the left margin and the second block at center. If this arrangement is used, the complimentary close should also begin at the left margin. (This arrangement is appropriate for all letter styles.) When NASA is the originating Agency, the signature block for the NASA official should be at the left margin.

Example:

Cordially,

Sean O'Keefe
Administrator
National Aeronautics and
  Space Administration

Jane Garvey
Administrator
Federal Aviation Administration

d. If the signature blocks are positioned one beneath the other, begin typing the second block on the fourth line below the end of the first block, aligned at left.

Example:

Cordially,

Sean O'Keefe
Administrator
National Aeronautics and
  Space Administration

Jane Garvey
Administrator
Federal Aviation Administration

<table>
<tr><td colspan="3"><i>Occasionally a third signature element may become needed. Allow enough space between the signature elements to present a neat appearance.</i></td></tr>
<tr><td>Example:
Cordially,

Jean E. Carter
Chief Information Officer</td><td>Vicki C. Pendergrass
Director, Information Systems</td><td>Michael G. Winchell
Chief Counsel</td></tr>
</table>

3.1.18. **Acting Official**. If it is known before typing that an acting official will sign the letter, type that person's name and the word "Acting" before the title in the signature block. If the letter has been prepared for the signature of the signing official but is actually to be signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed the letter.

See Figure 3-7 for general guidelines regarding signature levels required on correspondence. Consult applicable JSC Policy Guidelines (JPG's) regarding signature level responsibility necessary for subject matter.

For correspondence being signed by a Senior Staff member or being addressed to a Senior Staff member, provide a copy to AC/Associate Director (Management). This copy is not required when the signature package is to be signed within the Office of the Director--in which case the Executive Correspondence Control Officer (ECCO) copy serves the purpose.

3.1.19. **Enclosures**. When an enclosure accompanies a letter, type the word "Enclosure" flush with the left margin, two lines below the last line of the signer's name or title. For consistency, identify either all or none of the enclosures in the text.

a. **Enclosures Identified in the Text.** When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. **Enclosures Not Identified in the Text.** When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as in the following examples:

Example of unnumbered enclosures:

4 Enclosures:
Form Letters Handbook
Plain Letters Pamphlet
Organizational Chart
The NASA Scientific and Technical Information System

or

Example of numbered enclosures:

3 Enclosures:
1. Form Letters Handbook
2. Plain Letters Pamphlet
3. Organizational Chart

If more than one line is required to identify an enclosure in a list of enclosures, the enclosures are numbered for clarification.

3 Enclosures:

1. **Form Letters Handbook**
2. **NMI 7410.3D, dated 4/14/88, "Delegation of Authority or Acquisition of Commercial Services for NASA's Use"**
3. **OMB Circular A-76, revised 8/4/83**

c. **Marking Enclosures.**

1). On the first page of each enclosure, the word “Enclosure” must be typed in the lower right corner, e.g., Enclosure, Enclosure 1, or Enclosure 2.

This is true for the enclosure notation whether the enclosure is typed vertically or horizontally. See Figure 3-8 for proper placement and for correct stapling of the package.

2). Before sending the letter, make sure that the number of enclosures shown in the enclosure notation agrees with the number cited in the body of the letter and with the number of items actually enclosed.

3.1.20. **Postscripts**. Although writing a postscript is discouraged, one may be added to a letter to avoid retyping. Type the postscript two typing returns below the signer's name or title or any other notation, e.g., “Enclosure.” At the left margin, type “P.S.:” followed by the postscript. The author then signs or initials the postscript. When the signer handwrites a postscript, type it on all copies or photocopy the original for the file.

JSC discourages using postscripts.

3.1.21. **Material Sent Under Separate Cover**. When material referred to in the text is sent under separate cover, type “Separate Cover:” at the left margin, two typing returns below the signer’s title or the “Enclosure” notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the letter with the material that is mailed under separate cover.

Example:

Separate Cover:
Form Letters Handbook—10 Copies
Plain Letters Pamphlet—10 Copies
Correspondence Handbook—10 Copies

3.1.22. **Courtesy Copies.**

a. **Courtesy Copies (cc:).** Type the distribution list of courtesy copies on the original when the recipient needs to know who received copies. Type “cc:” at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below the “cc:,” single-space the list of recipients, using office or organizational codes. Always use titles such as Dr., Mr., Mrs., and Ms. on correspondence outside NASA; titles are preferred on NASA internal correspondence but may be omitted as long as names are listed in a consistent format.

Examples (listed in order of preference):

G/Mr. Brown
G/Mr. E. Brown
G/E. Brown

Examples of a designated official in an “Acting” capacity:

Y/Mr. Smith (Acting)

Y/Mr. W. Smith (Acting)
Y/W. Smith (Acting)

Dual-column "cc:" distribution list is permitted when the list is too long to fit in a single column on one page.

b. **Preferred Order.** Before typing the list of recipients of courtesy copies, study the example below for the correct order. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encls.)" after their names.

Example of a "cc:" list on correspondence originating from GSFC:

cc:	
GSFC/100/Mr. Diaz	1. Originator's addressees first**
GSFC/100/Ms. Pierpoint	
HQ/A/Ms. Roberts	2. Headquarters addressees next**
HQ/B/Ms. Warren	
HQ/C/Ms. Orrell	
HQ/CIM/Ms. Grimes	
HQ/CIM-1/Mr. McDougal	
ARC/200-1/Ms. Chenier	3. Centers' codes next**
JSC/AA/Ms. Lopez	
*EPA/Mr. Johnson (w/o encl.)	4. Federal agencies next**
*EPA/Ms. Lee	
*GSA/Mr. Brown (w/o encl.)	
AT&T/Ms. Smith	5. Non-Federal organizations last**

*If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the letter.

**All lists must be in alphabetical and numerical order.

1). Titles such as Dr., Mr., and Ms. are not used in "cc:" and "bcc:" lists in JSC correspondence. Use first and middle initials with last names. See Figure 4-9B.

2). An official listing of contractor abbreviations used at JSC can be found in the "Johnson Space Center Telephone Directory."

3). Courtesy copy listings should indicate any recipients who are not sent enclosures. Options for indicating the distinctions include:

Ordinary	***No one to receive enclosure(s)***	***Selected not to receive enclosure(s)***	***Selected to receive enclosure(s)***
cc:	**cc: (w/o encl.)**	**cc: (*w/o encl.)**	**cc: (*w/encl.)**
BA/R. K. Gish	**BA/R. K. Gish**	**BA/R. K. Gish**	**BA/R. K. Gish ***
LA/J. H. Beall (w/o encl.)	**LA/J. H. Beall**	**LA/J. H. Beall**	**LA/J. H. Beall ***
HQ/M-1/W. F. Readdy	**HQ/M-1/W. F. Readdy**	**HQ/M-1/W. F. Readdy ***	**HQ/M-1/W. F. Readdy**
KSC/YA/K. J. Payne	**KSC/YA/K. J. Payne**	**KSC/YA/K. J. Payne ***	**KSC/YA/K. J. Payne**

4). Copies external to JSC must show JSC letterhead.

5). If there is insufficient space on the signature page to show the full "cc:" list, type "cc: See List" flush with the left margin two lines below the signature block (or enclosure notification). This also applies to "bcc:" lists.

Example:

cc:
See List

6). When making distribution of correspondence, place distribution and/or "cc:" lists on top for ease in mailing.

3.1.23. **Official Record Copy Preparation**. The official record copy includes all relevant drafting information concerning the correspondence.

a. **Blind Courtesy Copies (bcc:).** Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:'s" on the original. The list should include the official file copy with the Agency filing scheme number from Appendix A of NPR 1441.1C, Records Retention Schedules. If the letter has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o encl.)" after their names or codes. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in this paragraph.

Example:

bcc:
I/Schumacher
I/Cline
IH/Official File 1330
IH/Reading File (w/o encl.)

1). For correspondence to be signed by a Senior Staff member or addressed to a Senior Staff member, a copy for AC/Associate Director (Management) is required. This copy is not required if the signature package is signed within the Office of the Director (i.e., AA, AB, or AC), in which case the ECCO copy will serve the purpose.

2). Copies external to JSC must show JSC letterhead.

3). "Bcc:" lists should list addressees in the following order: JSC, Headquarters, other NASA Centers, contractors, other individuals. See Figure 4-9B.

b. **Identification of Office, Writer, and Typist.**

1). On the bottom of file copies of the signature page, type the mail code of the preparing office, the writer's first initial and surname, the typist's initials, the date of typing, and the writer's telephone extension.

Example:

F/JSmith:abd:2/20/97:1234

Type the entire seven-digit telephone number if a Center or office has more than one telephone prefix.

Example:

F/JSmith:abd:2/20/97:823-1234

2). If the letter is rewritten or retyped, type a second identification line directly below the first.

Example:

F/JSmith:abd:2/20/97:1234
Rewritten:F/EJones:olr:2/28/97:1222
Retyped:F/ht:3/5/97:1223

c. NPR 1441.1C, Records Retention Schedules, contains the Agency filing scheme for indexing files. Type the official file number on all file copies.

d. The identification of office, writer, and typist, also known as the initiator line, is not shown on the original of a letter.

e. The initiator line should be shown on the official file copy and internal copies of documents other than letters and memos such as JSC announcements, agreements, and directives.

f. Computer identification information may be placed two lines below the initiator line.

g. The initiator line should always be shown on GP44 and ECCO copies.

3.2 CONCURRENCES

3.2.1. **Obtaining and Documenting Concurrences.**

3.2.1.1. If concurrences are required, use NASA Form 1267 (or NASA Form 1267A for laser printers) for the first page of the official file copy. In the concurrence blocks, type the codes and names of concurring officials. Those officials sign and date in the space provided. The signature page reflects "cc:'s," "bcc:'s," official file, reading file, and identification line.

Concurrences required will usually follow the hierarchical chain, which will ordinarily align with organization management structure. See Figure 3-7. There are exceptions to the concurrence chain unique to some organizations. Concurrences may be required outside the initiator's own organization due to subject matter. Also, concurring officials may find it necessary or appropriate to obtain additional concurrences different from those already included.

Print the concurrence block on the signature page of the official file copy, not on the first page as stated above. See 3.1.6.a.(3).

3.2.1.2. As an alternative to using NASA Forms 1267 or 1267A, type the mail codes and names of concurring officials on the bottom of the yellow official file copy (first page) of the letter. Concurring officials sign and date in the space provided.

The JSC-preferred method for concurrences is use of the NASA Form 1267 or 1267A. An

example of the alternative method is illustrated below. It includes the desired mail codes and initials, lines for the written initials, and lines for dates. See 3.1.6.a.(3) for placement of concurrence blocks.

Concurrences: **AI/JEC** ______ ______	**AC/SHG** ______ ______	**AB/BRS** ______ ______

3.2.1.3 Each time a letter is rewritten or retyped, add an updated identification line to the official record copy. Include the name of the person who rewrote it or the typist's initials. Replace and destroy all previous copies except the official yellow copy and the marked-up copy. Mark through the previous official copy with a diagonal red line and staple that marked-up copy to the rewritten one. If the marked-up copy is other than the official yellow (or white copy serving as the official yellow), fold it and place it on top of the package for the attention of the rewriter or reviewer. If someone else did the retyping, that person's initials should be in the identification line.

If a rewrite is necessary after one or more concurrences have been obtained, new concurrences will be needed if a change in meaning is made in the rewritten communication. If changes are editorial and new concurrences are not needed, the notation "previous concurrences are valid" is typed on the rewritten version instead of obtaining new concurrences.

Under no circumstances should the concurrence portion of a document be cut and affixed to a new version nor should a new version be cut away in order to show the previous concurrences--as stated above, simply fold the bottom of the new page under to reveal the previous concurrences.

3.2.1.4. Sometimes it is necessary to have concurring or approving officials sign on an original letter or report, e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the following format:

Concurrence:

(Name) (Title)	(Date)

Approval:

(Name) (Title)	(Date)

If concurrence or approval on the original is required and space is limited, the following format may be used:

Concurrence:______________________ Date:_________
Charlene E. Gilbert
Director, Technology Transfer and Commercialization

3.3 ASSEMBLY FOR SIGNATURE FOR STANDARD BUSINESS LETTER

Assemble letters in accordance with the illustrations in Figure 3-1 of this chapter.

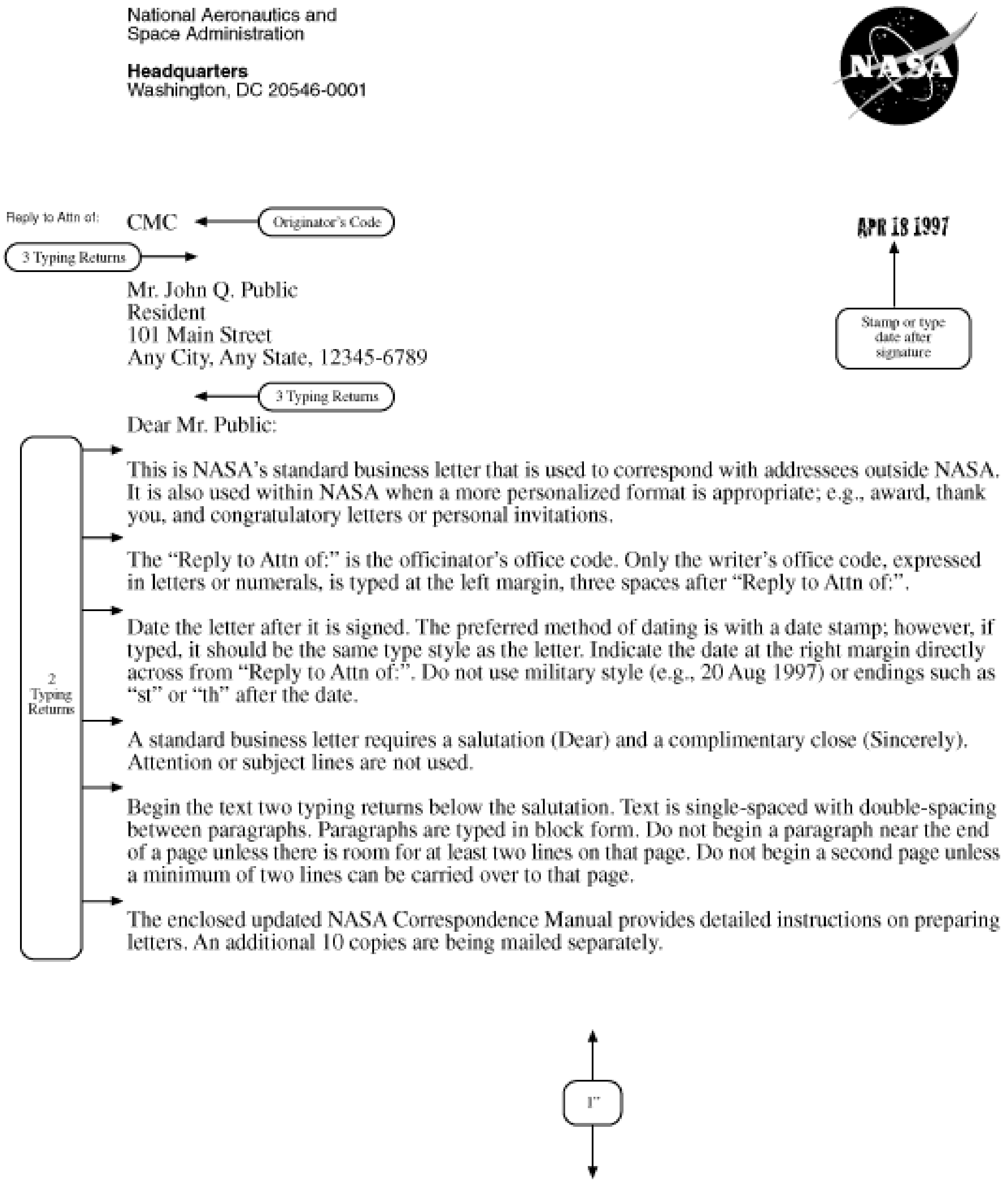
See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

3.4 ENVELOPES AND MAILING

3.4.1. See Chapter 7: Envelopes and Mailing for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

Refer to JSC 26809, JSC Mail Services Guide.

3.4.2. Do not type instructions on the letter indicating special handling or mailing services; e.g., Special Delivery, Certified, or Registered. Consult with your Center's Mail Manager for information on special mailing services.



Originator's Code
3 Typing Returns
Stamp or type date after signature
3 Typing Returns
2 Typing Returns
1"

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: CMC

APR 18 1997

Mr. John Q. Public
Resident
101 Main Street
Any City, Any State, 12345-6789

Dear Mr. Public:

This is NASA's standard business letter that is used to correspond with addressees outside NASA. It is also used within NASA when a more personalized format is appropriate; e.g., award, thank you, and congratulatory letters or personal invitations.

The "Reply to Attn of:" is the officinator's office code. Only the writer's office code, expressed in letters or numerals, is typed at the left margin, three spaces after "Reply to Attn of:".

Date the letter after it is signed. The preferred method of dating is with a date stamp; however, if typed, it should be the same type style as the letter. Indicate the date at the right margin directly across from "Reply to Attn of:". Do not use military style (e.g., 20 Aug 1997) or endings such as "st" or "th" after the date.

A standard business letter requires a salutation (Dear) and a complimentary close (Sincerely). Attention or subject lines are not used.

Begin the text two typing returns below the salutation. Text is single-spaced with double-spacing between paragraphs. Paragraphs are typed in block form. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not begin a second page unless a minimum of two lines can be carried over to that page.

The enclosed updated NASA Correspondence Manual provides detailed instructions on preparing letters. An additional 10 copies are being mailed separately.

Figure 3–1
Standard Business Letter With Enclosure and Material Sent Under Separate Cover

2 Typing Returns

2

Distribution of cc:'s may be listed, in order of preference, as follows—G/Mr. Frankle, G/Mr. E. Frankle, or G/E. Frankle. All names listed should be in a consistent format.

Sincerely,

5 Typing Returns

Jane Doe
Correspondence Analyst
Headquarters Correspondence Office

2 Typing Returns

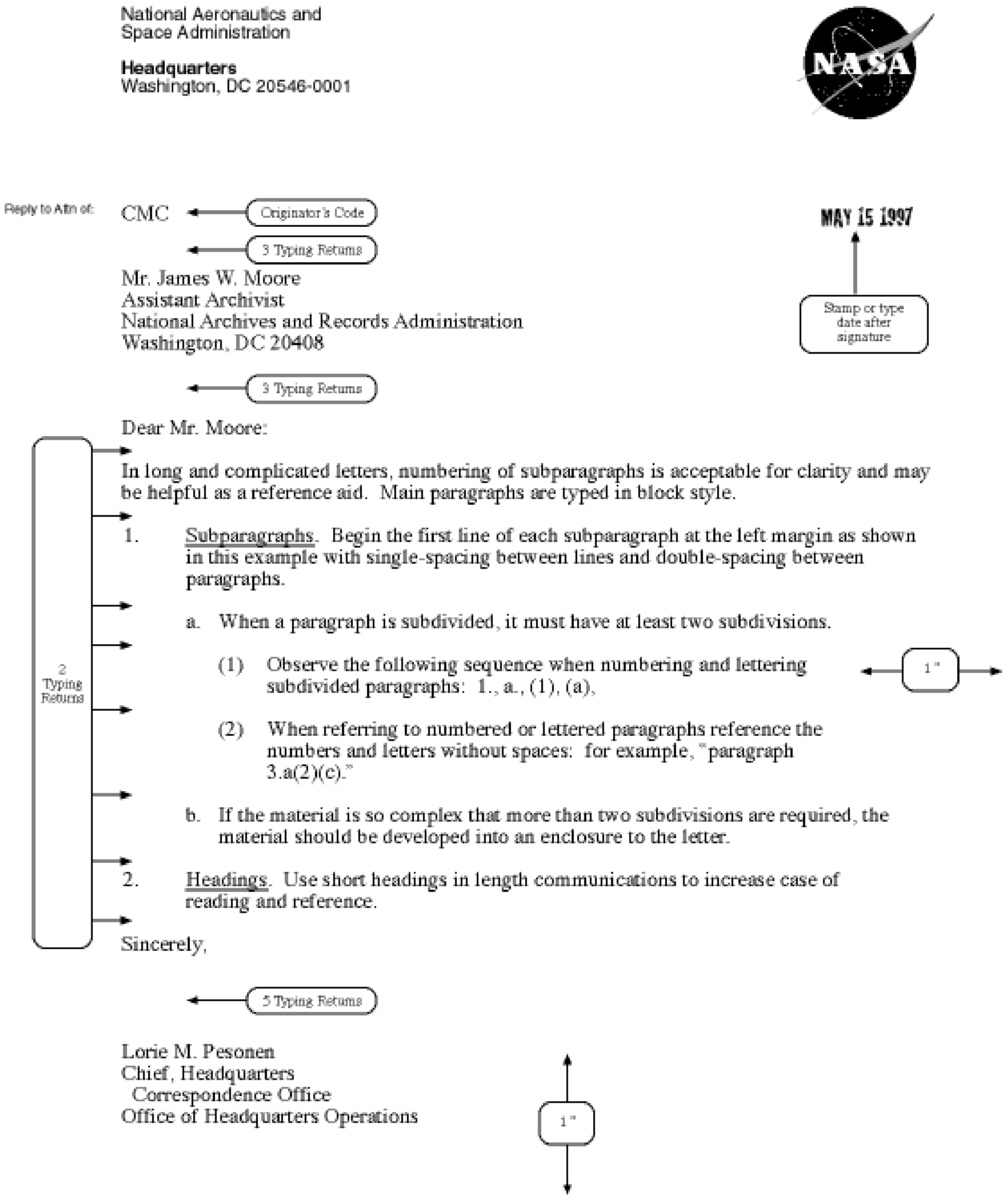
Enclosure

Separate Cover
NASA Correspondence Manual–10 Copies

cc:
AI/Ms. Shaeffer

1"

Figure 3–1
Standard Business Letter With Enclosure and Material Sent Under Separate Cover



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: CMC ← Originator's Code

MAY 15 1997 ← Stamp or type date after signature

← 3 Typing Returns

Mr. James W. Moore
Assistant Archivist
National Archives and Records Administration
Washington, DC 20408

← 3 Typing Returns

Dear Mr. Moore:

In long and complicated letters, numbering of subparagraphs is acceptable for clarity and may be helpful as a reference aid. Main paragraphs are typed in block style.

1. Subparagraphs. Begin the first line of each subparagraph at the left margin as shown in this example with single-spacing between lines and double-spacing between paragraphs.

    a. When a paragraph is subdivided, it must have at least two subdivisions.

        (1) Observe the following sequence when numbering and lettering subdivided paragraphs: 1., a., (1), (a),

        (2) When referring to numbered or lettered paragraphs reference the numbers and letters without spaces: for example, "paragraph 3.a(2)(c)."

    b. If the material is so complex that more than two subdivisions are required, the material should be developed into an enclosure to the letter.

2. Headings. Use short headings in length communications to increase case of reading and reference.

Sincerely,

← 5 Typing Returns

Lorie M. Pesonen
Chief, Headquarters
  Correspondence Office
Office of Headquarters Operations

2 Typing Returns

1 "

1 "

Figure 3–2
Standard Business Letter With Subparagraphs

3.5 NONPERSONALIZED BUSINESS LETTER

3.5.1. **General**. Study the figures in this section before preparing nonpersonalized business letters. The nonpersonalized business letter is a format for specific types of communications with organizations outside NASA. Use this format when the addressee's name is unknown or when a letter is addressed to an organization with attention to a specific individual for special handling. This section describes the format to use when preparing a nonpersonalized business letter.

Do not use the nonpersonalized business letter format for letters prepared for signature within the Office of the Director.

3.5.2. **Attention: Line**. In the nonpersonalized business letter, an attention line generally follows the first line of the address at the left margin.

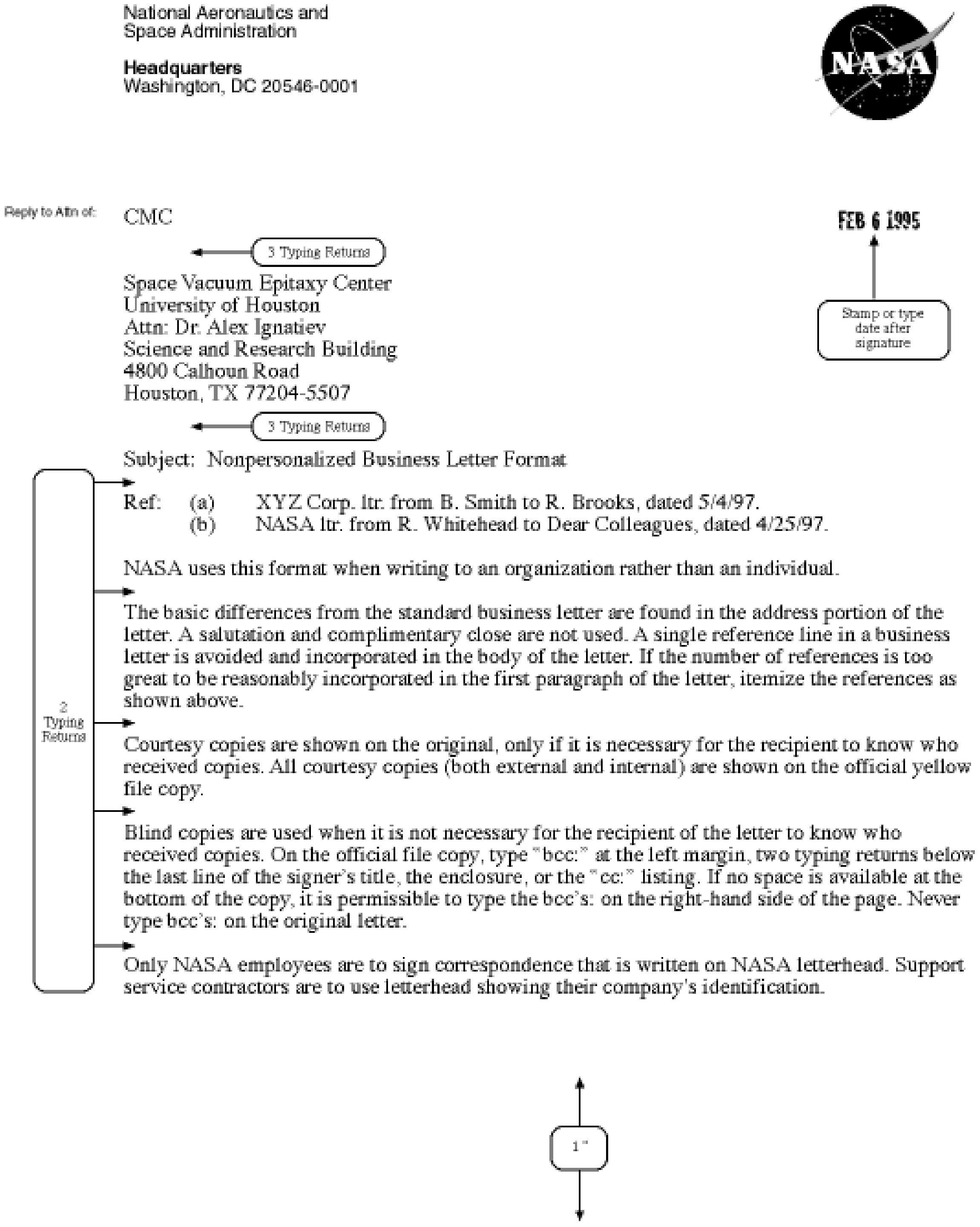
3.5.3. **Salutation**. There is no salutation in a nonpersonalized business letter.

3.5.4. **Subject**. Type the word "Subject:" at the left margin, three typing returns below the last line of the address. One-line subjects are preferred. If more than one line is needed for the subject, begin succeeding lines flush with the first character of the subject. Keep the subject short; state concisely the main topic of the letter. Lengthy subjects are discouraged. If responding to a letter with a "Subject:" line, use the same subject. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a letter, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of key words within the subject line.

3.5.5. **Reference**. Avoid a separate reference line in a business letter, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the letter. Type "Ref:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/15/97). List references as (a), (b), (c), single-spaced, in chronological order with the most recent date listed first. See Figure 3-3 of this chapter.

3.5.6. **Text.** Prepare the text portion in block format, the same as the standard business letter.

3.5.7. **Complimentary Close.** There is no complimentary close in a nonpersonalized business letter.



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: CMC

FEB 6 1995

Stamp or type date after signature

3 Typing Returns

Space Vacuum Epitaxy Center
University of Houston
Attn: Dr. Alex Ignatiev
Science and Research Building
4800 Calhoun Road
Houston, TX 77204-5507

3 Typing Returns

Subject: Nonpersonalized Business Letter Format

Ref: (a) XYZ Corp. ltr. from B. Smith to R. Brooks, dated 5/4/97.
(b) NASA ltr. from R. Whitehead to Dear Colleagues, dated 4/25/97.

NASA uses this format when writing to an organization rather than an individual.

The basic differences from the standard business letter are found in the address portion of the letter. A salutation and complimentary close are not used. A single reference line in a business letter is avoided and incorporated in the body of the letter. If the number of references is too great to be reasonably incorporated in the first paragraph of the letter, itemize the references as shown above.

Courtesy copies are shown on the original, only if it is necessary for the recipient to know who received copies. All courtesy copies (both external and internal) are shown on the official yellow file copy.

Blind copies are used when it is not necessary for the recipient of the letter to know who received copies. On the official file copy, type "bcc:" at the left margin, two typing returns below the last line of the signer's title, the enclosure, or the "cc:" listing. If no space is available at the bottom of the copy, it is permissible to type the bcc's: on the right-hand side of the page. Never type bcc's: on the original letter.

Only NASA employees are to sign correspondence that is written on NASA letterhead. Support service contractors are to use letterhead showing their company's identification.

2 Typing Returns

1"

Figure 3–3
Nonpersonalized Business Letter With References

2 Typing Returns → 2

The last line of a letter should stop at least 1 inch from the bottom of the page. A single line of text is never carried over to the next page. Second and succeeding pages are typed on white bond paper.

Type succeeding pages of a letter on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately 1 inch to the left of the right edge of the page. Continue the body of the letter two lines below the page number. Allow the same margins as allowed on the first page.

← 5 Typing Returns

Jane Doe
Correspondence Analyst
Office of Headquarters Operations

2 Typing Returns

2 Enclosures
1. Organization Chart (10 copies)
2. Form Letters Pamphlet

cc:
Correspondence Control Network

1 "

3.6 LEGAL LETTER

3.6.1. **General**. The Office of the General Counsel, the Office of the Inspector General, and the Offices of the Chief and Patent Counsel at NASA Centers use the legal letter format. Use it solely for legal correspondence relating to a specific case, protest, patent, or license.

3.6.2. **Format**. The legal letter format is based on the standard business letter with the exception of a caption as explained in paragraph 3.6.3 below. All other elements are the same as the standard business letter.

3.6.3. **Caption**. Begin the caption by typing “Re:” indented five spaces from the left margin. Use the caption to cite the specific case which is the topic of the letter; e.g., protest, patent, or license. If more than one line is needed, begin succeeding lines flush with the first line of the caption. Indent the entire caption five spaces from the right margin of the letter.

3.7 MULTIPLE-ADDRESSEE LETTERS

3.7.1**.** **General**. Study the figures in this chapter before preparing a multiple-addressee letter. Use this format for addressees outside NASA or when a more personalized format is needed for addressees within NASA; e.g., award, thank you, and congratulatory letters, or personal invitations.

3.7.2. **Format.** Prepare identical letters to more than one individual in the same format as the standard business letter.

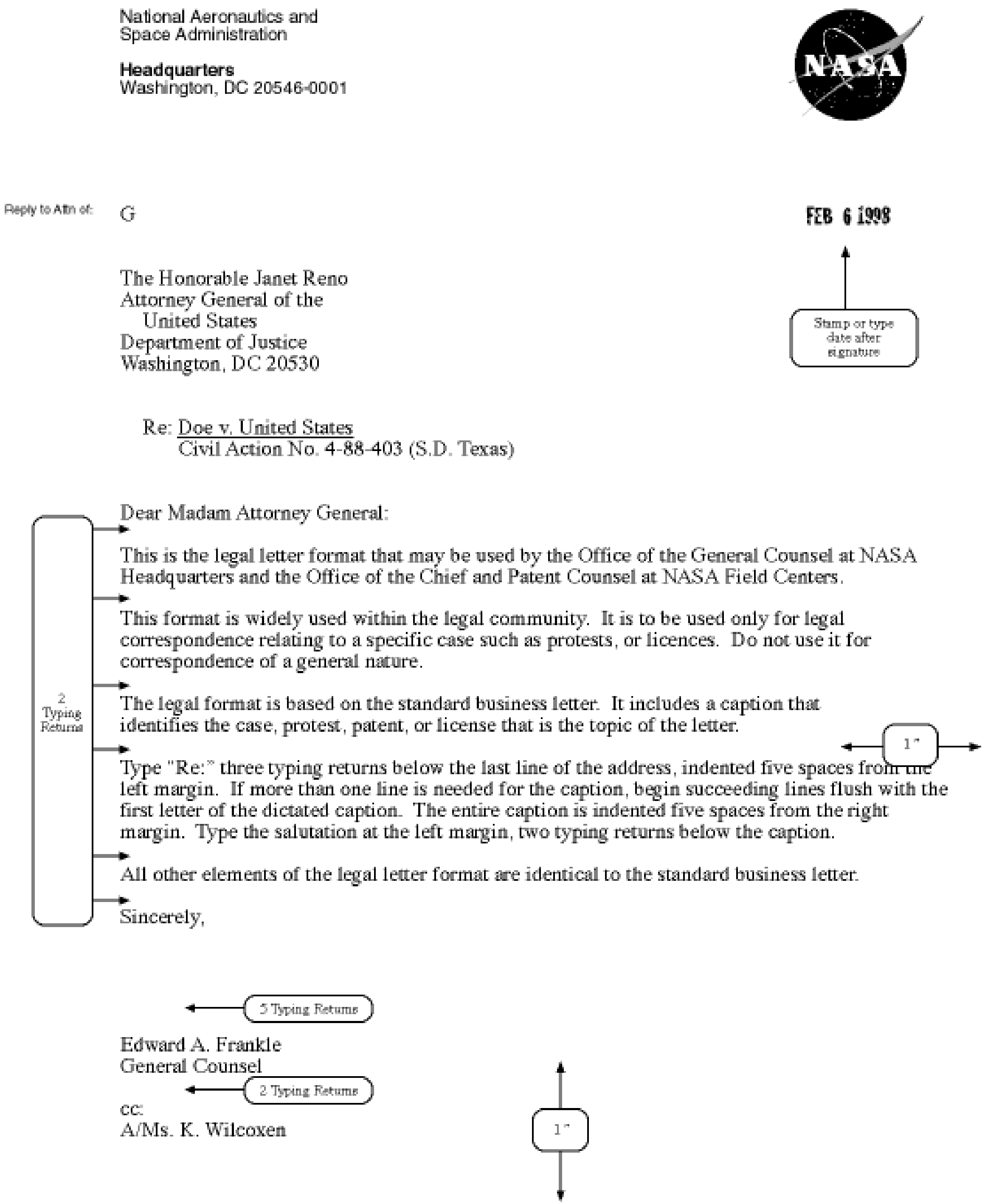
3.7.3. **Original and Copies.** Prepare an original letter for each recipient and only one official file copy. Document the list of addressees as follows:

a. **Original**. When the recipient of a letter needs to know who received identical letters, type “Identical letter to:” two typing returns below the signature block or enclosure line. On the next line, begin the list of recipients of the letter. If there is not enough space at the bottom of the page, type the list on a separate sheet and attach it behind the letter.

See Figure 3-5.

b. **File Copies**. Document the recipients of the letter on the official file copy when the addressees do not need to know who received copies. On the file copy, type “Identical letter to:” two typing returns below the signature block, enclosure line, or the “cc:” line. On the next line, begin the list of the recipients of the letter. If there is not enough space at the bottom of the page, type the list on a separate page and place it behind the file copy.

3.7.4. **Exception.** When the list of addressees is mostly within NASA, but includes a few individuals from outside NASA, use the multiple-addressee memo as shown in this chapter. An example would be when non-NASA individuals participate in NASA committees or advisory groups.



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: G

FEB 6 1998

The Honorable Janet Reno
Attorney General of the
United States
Department of Justice
Washington, DC 20530

Re: Doe v. United States
Civil Action No. 4-88-403 (S.D. Texas)

Dear Madam Attorney General:

This is the legal letter format that may be used by the Office of the General Counsel at NASA Headquarters and the Office of the Chief and Patent Counsel at NASA Field Centers.

This format is widely used within the legal community. It is to be used only for legal correspondence relating to a specific case such as protests, or licences. Do not use it for correspondence of a general nature.

The legal format is based on the standard business letter. It includes a caption that identifies the case, protest, patent, or license that is the topic of the letter.

Type "Re:" three typing returns below the last line of the address, indented five spaces from the left margin. If more than one line is needed for the caption, begin succeeding lines flush with the first letter of the dictated caption. The entire caption is indented five spaces from the right margin. Type the salutation at the left margin, two typing returns below the caption.

All other elements of the legal letter format are identical to the standard business letter.

Sincerely,

Edward A. Frankle
General Counsel

cc:
A/Ms. K. Wilcoxen

Figure 3–4
Legal Letter Format

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: R

OCT 9 1998

3 Typing Returns

Dear Colleague:

2 Typing Returns

I am pleased to present you with a copy of Spinoff. This publication not only documents several years of successful spinoff's currently utilized in the market place, but represents NASA's contributions, over the past decades, to enhancing the quality of life on Earth. It also reflects the hard work and dedication that present and past colleagues in the technology transfer family have devoted to the successful transfer of technology to private industry.

2 Typing Returns

We are proud of our achievements and hope that you will find this publication of interest.

Sincerely,

5 Typing Returns

Janelle Turner
Office of Aeronautics and Space
Transportation Technology

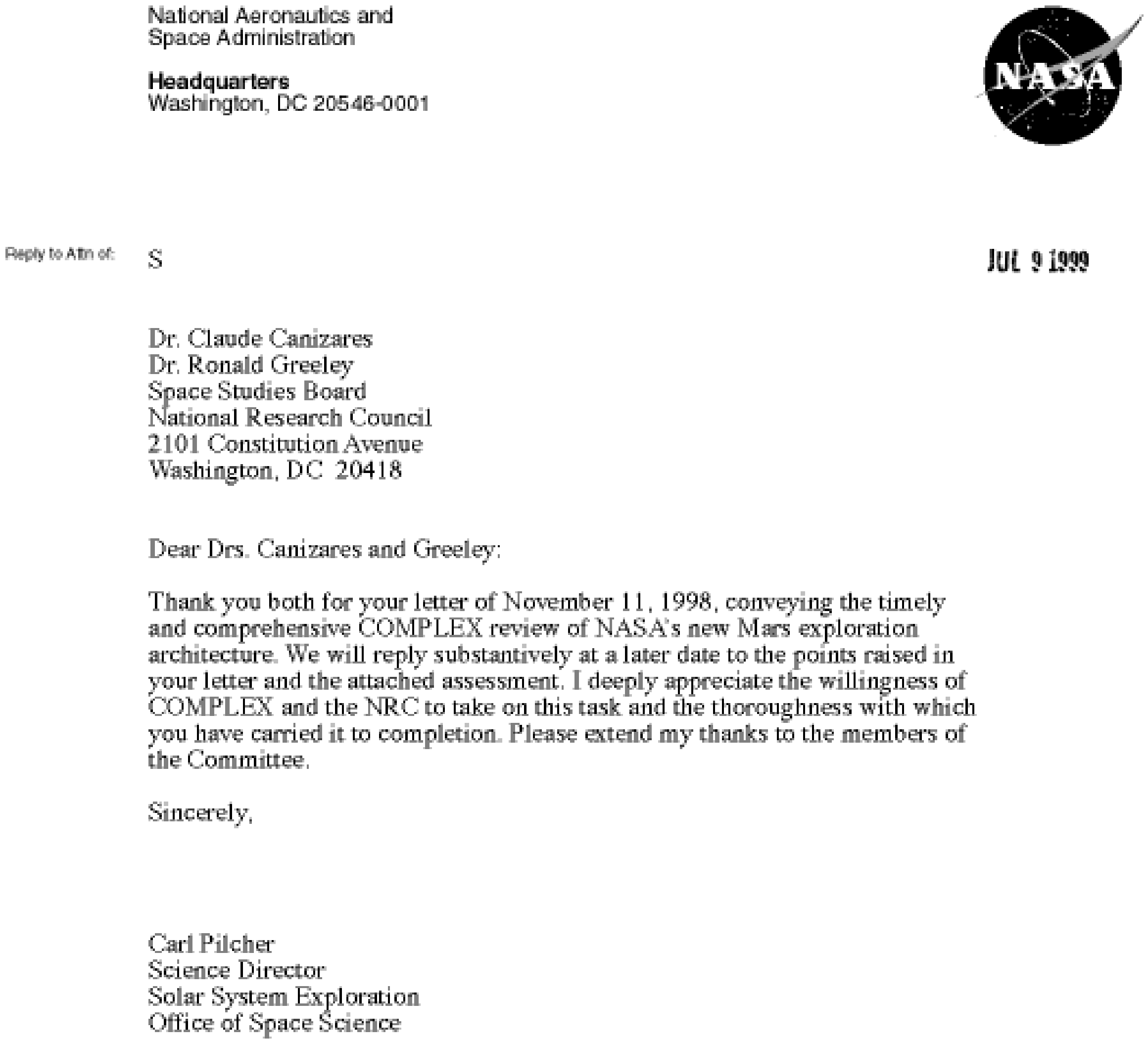
Enclosure

Figure 3–5
Multiple-Addressee Letter to Non-NASA Addressee
(Standard Letter Format)

Identical letter to:
Dr. William Gasko
Director
Center for Technology Commercialization
Massachusetts Technology Park
100 North Drive
Westborough, MA 02581

Ms. Lani S. Hummel
Director
Mid-Atlantic Technology
  Applications Center
University of Pittsburgh
823 William Pitt Union
Pittsburgh, PA 15260

Mr. J. Ronald Thornton
Director
Southern Technology Applications Center
University of Florida, College of Engineering
P.O. Box 24
One Progress Boulevard
Alachua, Fl 32615



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: S

JUL 9 1999

Dr. Claude Canizares
Dr. Ronald Greeley
Space Studies Board
National Research Council
2101 Constitution Avenue
Washington, DC 20418

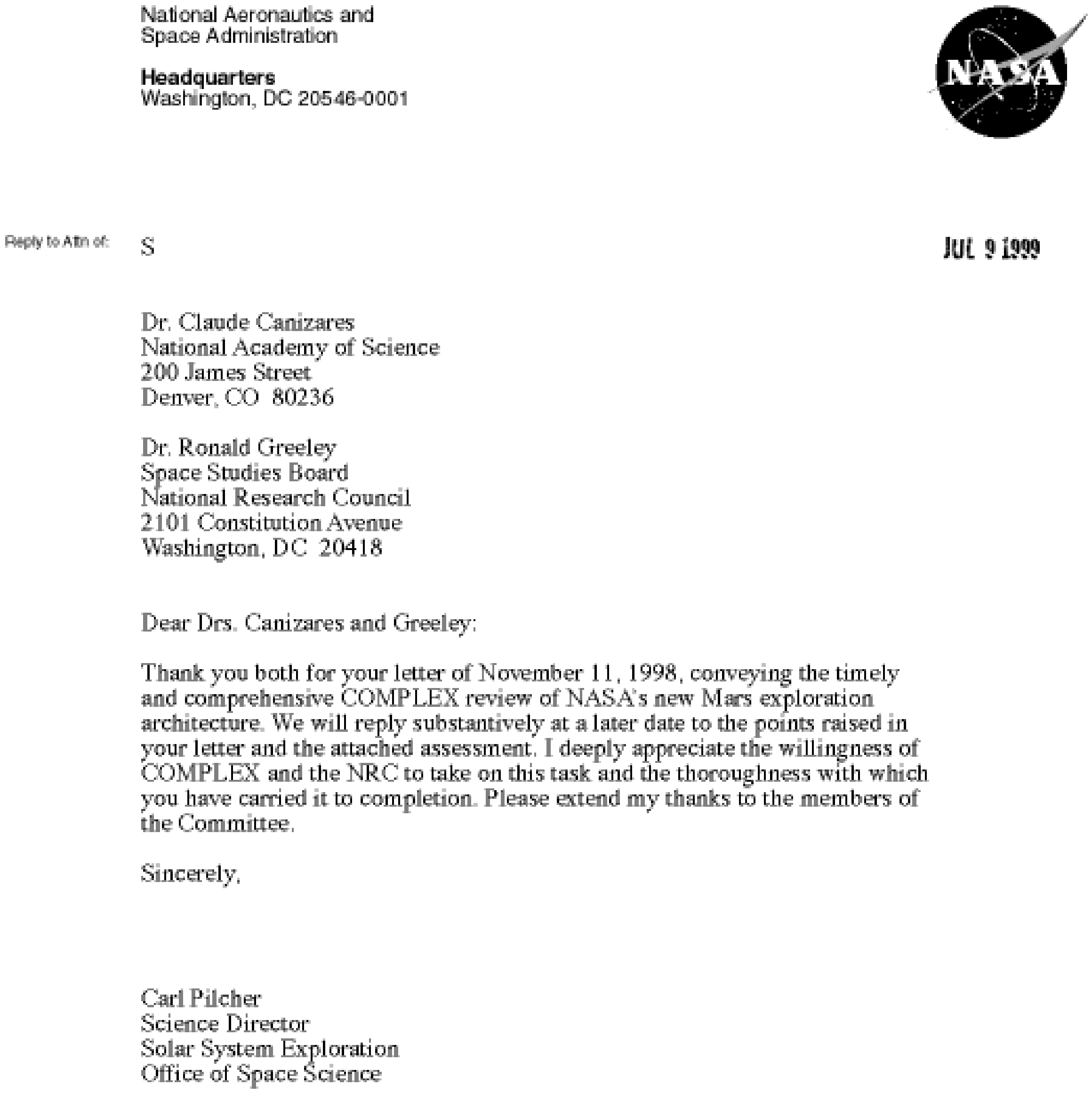
Dear Drs. Canizares and Greeley:

Thank you both for your letter of November 11, 1998, conveying the timely and comprehensive COMPLEX review of NASA's new Mars exploration architecture. We will reply substantively at a later date to the points raised in your letter and the attached assessment. I deeply appreciate the willingness of COMPLEX and the NRC to take on this task and the thoroughness with which you have carried it to completion. Please extend my thanks to the members of the Committee.

Sincerely,

Carl Pilcher
Science Director
Solar System Exploration
Office of Space Science

Figure 3–6
Response to Dual Addressee



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: S

JUL 9 1999

Dr. Claude Canizares
National Academy of Science
200 James Street
Denver, CO 80236

Dr. Ronald Greeley
Space Studies Board
National Research Council
2101 Constitution Avenue
Washington, DC 20418

Dear Drs. Canizares and Greeley:

Thank you both for your letter of November 11, 1998, conveying the timely and comprehensive COMPLEX review of NASA's new Mars exploration architecture. We will reply substantively at a later date to the points raised in your letter and the attached assessment. I deeply appreciate the willingness of COMPLEX and the NRC to take on this task and the thoroughness with which you have carried it to completion. Please extend my thanks to the members of the Committee.

Sincerely,

Carl Pilcher
Science Director
Solar System Exploration
Office of Space Science

Figure 3–6a
Response to Dual Addressee

3.8 ASSEMBLY FOR SIGNATURE FOR MULTIPLE-ADDRESSEE LETTERS

3.8.1. **General**. Assemble a letter in the proper order so the signer can quickly identify and review all pertinent documents.

3.8.2. **Instructions.** Arrange the letter and accompanying documents as described in Appendix A when the letter is ready for final review and signature.

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

3.8.3. **Administrator's Packages**. See Appendix A for instructions for assembly of Administrator's correspondence packages. Complex packages, at any signature level, may be assembled this way for easier understanding.

3.9 CONDOLENCE LETTERS

3.9.1. A condolence letter will be prepared for the Administrator's signature upon notification of the death of an employee and, as appropriate, upon the death of a former employee or immediate family member of a current or former employee.

3.9.2. The Office of the Administrator requests that the letter be completed and mailed within 3 business days after receipt of notification of the death.

3.9.3. Immediately advise the HCMO upon notification of the death of an employee and, as appropriate, upon notification of the death of a former employee or immediate family member of a current or former employee.

3.9.4. The office to which the employee or former employee was assigned will prepare the letter to the next of kin for the Administrator's signature. The condolence letter should detail the employee's recent career highlights and any other pertinent information in the letter.

3.9.5. The office to which the employee or former employee was assigned will prepare a letter to the employee for the Administrator's signature upon the death of an immediate family member.

3.9.6. The HCMO will initiate the letter in cases in which the applicable office is ambiguous and may request supporting documentation from a cognizant office.

3.9.7. A condolence letter, signed by the Administrator, does not preclude office members and colleagues from sending other condolence communications.

Prepare JSC condolence letters on blue meatball letterhead.

SIGNATURE LEVEL OF AUTHORITY AND CONCURRENCE CHAIN

Anyone may initiate correspondence to any level. Concurrences begin at the level of the originator and follow the hierarchicall chain of supervisors. Usually, correspondence which delegates responsibilities or assigns tasks to other divisions is signed at Division Chief level or higher. EXCEPTION: The initiator may sign correspondence to any level management within the same division.

The following matrix outlines the signature authority and required concurrences for most JSC correspondence.

Initiator	Addressed To	Signed By	Concurrences Required
1. Working level	Branch Chief (same division)	Working level	Section Head*
2. Working level	Division Chief (same division)	Working level	Section Head* Branch Chief*
3. All levels	Branch Chief (same division)	Branch Chief*	Section Head* Others as required by organization
4. All levels	Division Chief (same or different directorate)	Division Chief*	Section Head* Branch Chief* Others as required by organization
5. All levels	Director/Program Manager (same directorate)	Division Chief*	Same as #4
6. All levels	Director/Program Manager*	Director/Program Manager*	Section Head* Branch Chief* Division Chief* Others as required by organization
7. All levels	JSC Center Director	Director/Program Manager*	Same as #6
8. All levels	Directors of other Centers	JSC Center Director	Section Head* Branch Chief* Division Chief* Director/Program Manager* Associate Director Deputy Center Director Others as required by organization
9. All levels	NASA Headquarters Administrator and Associate Administrators	JSC Center Director**	Same as #8

* Or equivalent
** For additional signature authority guidelines, see JSC Management Instruction 1450.2.

Figure 3-7

Staple Position

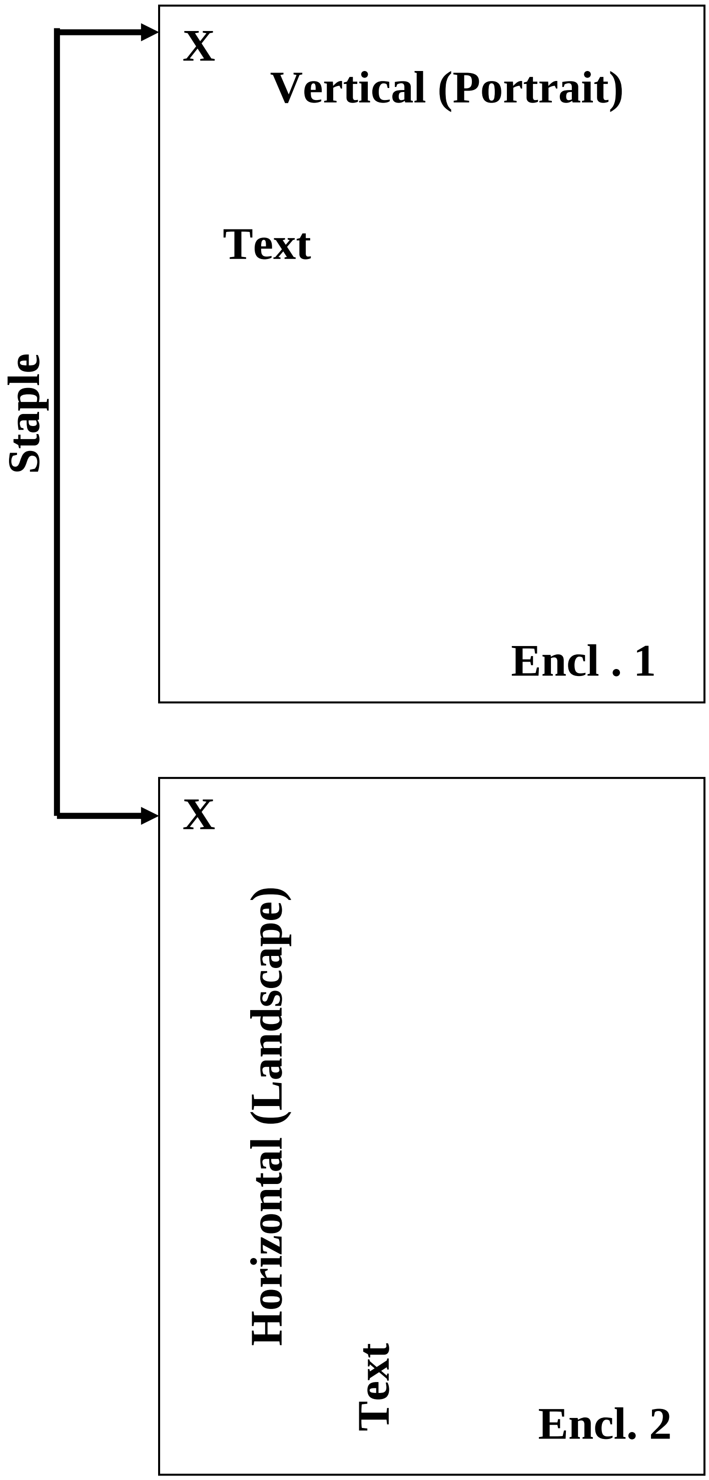

Staple
X
Vertical (Portrait)
Text
Encl . 1
X
Horizontal (Landscape)
Text
Encl. 2

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Figure 3-8

JSC CORRESPONDENCE PACKAGE ASSEMBLY

1. Routing Slip (NASA Form 26), if required for explanation of signature package; Privacy Act cover sheet (NASA Form 1534); or JSC Management Document cover sheet (JSC Form 589), as appropriate.

2. Executive Correspondence Cover, not required if NASA Form 1534 or JSC Form 589 is used.

3. Original of correspondence.

4. Signature Tab in front of signature page when correspondence is two or more pages.

5. Enclosure(s), if any. The Enclosure Tab is optional.

6. Envelope, if required. Large envelopes are folded.

7. Concurrence Tab (NASA Form 423).

8. Official file copy (NASA Form 1267 or 1267A). Also known as concurrence page. This is the GP44 copy for Space Shuttle and International Space Station Program Offices (see note below).

9. Enclosure(s), unless bulky.

10. Incoming Tab (NASA Form 422) or Background Tab (NASA Form 423), as appropriate.

11. Incoming or background material.

12. Courtesy Copy Tab (JSC Form 422), optional.

13. Letterhead copies (cc's). If more than five copies are required, make a reproduction copy marked, in nonreproducible blue pencil "cc repro." Copies for external recipients should always be letterhead copies.

14. Copy for bcc's marked "bcc repro."

15. File copy for originating office, if not office of record. Include enclosure(s), unless bulky. The bcc repro copy can be used for this purpose.

16. Copy for signing office. Include enclosure(s), unless bulky.

17. For signature packages prepared for the Office of the Director signature, provide copies marked for IS44 and ECCO with enclosure(s) (unless bulky) and incoming/background material. If responding to a suspense-controlled action, include a copy for AC.

18. Suspense copies if required by your organization.

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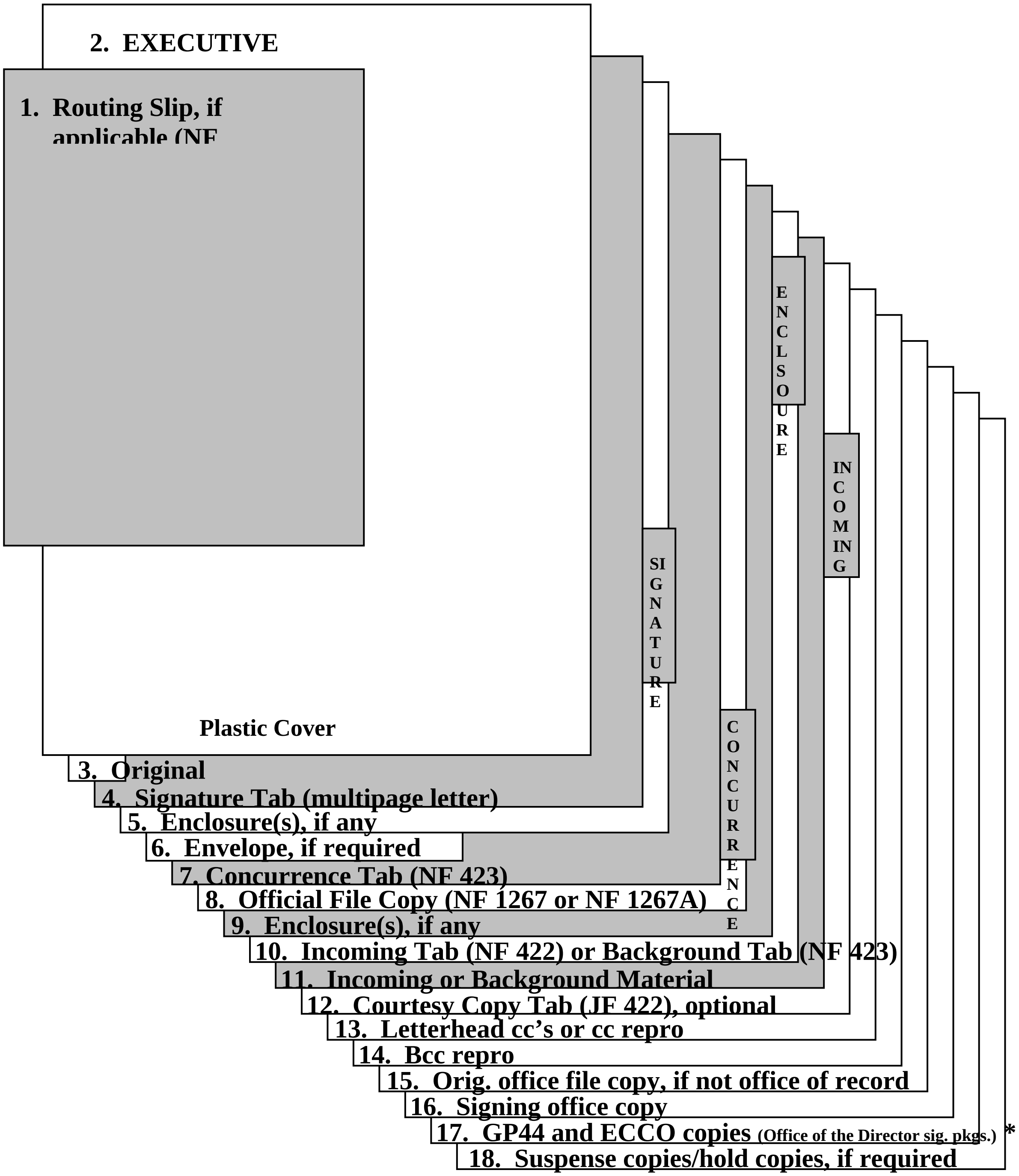
Figure 3-9A

JSC CORRESPONDENCE PACKAGE ASSEMBLY


2. EXECUTIVE
1. Routing Slip, if applicable (NF
Plastic Cover
SIGNATURE
ENCLSOURE
CONCURRENCE
INCOMING
3. Original
4. Signature Tab (multipage letter)
5. Enclosure(s), if any
6. Envelope, if required
7. Concurrence Tab (NF 423)
8. Official File Copy (NF 1267 or NF 1267A)
9. Enclosure(s), if any
10. Incoming Tab (NF 422) or Background Tab (NF 423)
11. Incoming or Background Material
12. Courtesy Copy Tab (JF 422), optional
13. Letterhead cc's or cc repro
14. Bcc repro
15. Orig. office file copy, if not office of record
16. Signing office copy
17. GP44 and ECCO copies (Office of the Director sig. pkgs.) *
18. Suspense copies/hold copies, if required

** Include GP44 and ECCO copies in signature packages prepared for Office of the Director signature. If responding to a suspense-controlled action, include a copy for AC.*

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Figure 39-B

4.1 STANDARD MEMO

NASA policy is to use memos for internal use only. Letters are used for external and formal use, e.g., congratulations, retirement, condolences. Before preparing memos, study the figures in this chapter. These guidelines are standard features for correct memo formatting for correspondence within and between all NASA Centers, including Headquarters.

For help in determining whether to use a letter format or a memo format in correspondence being prepared for the Center Director's signature to Headquarters or other Centers, check the incoming correspondence format. Usually the response will follow a like format.

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

4.1.1. **Administrator's Correspondence.**

See Appendix A: Administrator's Correspondence Preparation and Control for specific instructions on preparing memos for the Office of the Administrator.

4.1.2. **Stationery.**

Prepare all correspondence on official NASA ***"meatball"*** letterhead. Use plain bond paper for succeeding pages. See Appendix A for stationery to be used for officials in the Office of the Administrator.

a. Use JSC letterhead for official written correspondence.

b. Prepare intracenter correspondence on black letterhead. Blue meatball letterhead may be used for correspondence leaving JSC—intercenter, contractors, etc.

c. Use blue meatball letterhead on the original of all external correspondence for signature in the Office of the Director except when the correspondence is addressed to distribution and copies of the original will be made.

4.1.3. **Type.**

Larger type is preferred over smaller type. Use script or italic only for occasional emphasis. Do not type entire memos in script or italic. However, to prevent a memo from continuing onto a second page, the font size of the type may be reduced.

With the flexibility afforded us by computers, judgment may be used for applying font sizes to accommodate letter length and purpose. For example, one-page letters are preferred, but not at the expense of readability due to too small a font size.

4.1.4. **Ink.**

Use black or blue-black ink to type, stamp, and sign correspondence.

4.1.5. **Margins.**

Set the left margin two spaces to the right of the printed caption “Reply to Attn of:” (1.2 or 1 1/8 inches). Set the right and bottom margins at approximately 1 inch. Set the top margin at 1 inch on the second and succeeding pages. Do not justify the right margin.

4.1.6. **File Copies.**

Always prepare an official record ***copy***.

The text of the official file copy and other copies must be identical to the original letter. If the original is revised, revise all remaining copies within the package.

a. **Official Yellow File Copies.** An official “yellow” record copy is preferred. However, if a yellow copy is not possible, prepare a white copy visibly marked in the upper right corner “Official File” or “Official Record Copy.” If concurrences are required, use NASA Form 1267 (or 1267A for laser printers) for the first page of the official file copy of the memo.

1). The Official File Copy is more commonly known as the concurrence sheet. JSC does not require this to be a yellow copy.

2). Do not cut official documents for any purpose. See 4.2.1.3 for retyped and rewritten memos.

3). Concurrence blocks are to be located on the signature page of the official file copy, not on the first page as stated in 3.1.6.a. Therefore, if the memo is two pages in length, the concurrence blocks should be located on the second page. The second page should also have the writer’s code (letter number) and page number located at the top.

b. **Other File Copies.** Individual office requirements vary. Prepare only the number of copies required for distribution, based on the correspondence practices of the preparing office.

1). If more than five copies are required (not counting GP44 and ECCO copies, when preparing Office of the Director signature packages) for a signature package, make a reproduction copy marked "cc repro" in nonreproducible blue pencil in the top right corner.

2). Copies external to JSC must be on JSC letterhead.

4.1.7. **Reply to Attn of: (Writer’s Code).**

The writer’s organizational and/or mail code or mail stop serves as a basic identification symbol and must appear on all outgoing correspondence. Type only the writer’s code in letters or numerals on the “Reply to Attn of:” line.

Due to automated tracking systems, JSC permits the use of the following writer’s code (letter number) format—the originator’s mail code, the last two numbers of the calendar year, and up to a three-digit control number that is assigned by the originating office.

Examples: EA-00-002, CA4-00-104

Type the writer’s code (letter number) on the second and succeeding pages flush with the left margin opposite the page number. This also applies to distribution, “cc:,” and “bcc:” list pages.

Example:

SA-90-025 **2**

The body of the letter begins 1 inch from the top of the page observing the 1-inch top margin guideline. See Figure 4-9B.

4.1.8. Dating Correspondence.

Date the memo after it is signed. Stamping the date is preferred; however, if typed, ensure that the type style is the same as the memo. Stamp or type the date at the right margin directly across from the "Reply to Attn of:" line, e.g., August 20, 1994. Do not use military style (e.g., 20 Aug 1994) or endings such as "st" or "th" after the day (e.g., Aug 20th).

4.1.9. Address.

Always type the "TO:," "THRU:," and "FROM:," in all caps.

a. **TO:** Type "TO:" at the left margin, three typing returns below the "Reply to Attn of:" line. Seven spaces after "TO:," type the mail code and title of addressee. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo from a title to a name or from a name to a name (use full name, e.g., B/John A. Smith).

1). The name of our own installation is not required on memos.

2). See Section 4.5 when more than one individual is to be addressed.

3). When it becomes necessary to use runover lines at "TO:" and "FROM:" lines, line up the runover line with the first word following the mail code and slash.

4). Do not establish acronyms in "TO:," "FROM:," or "THRU:" lines.

Example:

TO: NASA Headquarters
Attn: Q/Associate Administrator for Safety and Mission
Quality

FROM: EA5/Biomedical Hardware Development and Engineering Office

5). An attention line is generally not used in the standard interoffice or intracenter memo formats. However, when more than one person in the same office has the same title, the attention line may be used.

Examples:

TO: AH7/Human Resources Specialist
Attn: Paul M. Smythe

Without an attention line or title:

TO: AH7/Paul M. Smythe

b. **THRU:** Use the "THRU:" line when one or more addressees are needed to endorse (i.e., approve, concur, coordinate) the document prior to its receipt by the addressee and when the endorsement needs to appear on the original document. The "THRU:" line addressee signs and dates the memo next to his or her name before forwarding. Type "THRU:" directly below the last line of the "TO:" line. Single space between each "THRU:" line addressee.

Example of "THRU:" line involving non-JSC addressees:

TO: NASA Headquarters
Attn: F/Assistant Administrator for Human Resources and Education
THRU: M/Associate Administrator for Space Flight
G/General Counsel

FROM: AA/Director

Example of "THRU:" line involving JSC addressees:

TO: **AA/Director**
THRU: **AL/Chief Counsel**
LA/Chief Financial Officer

FROM: **EA/Director, Engineering**

c. **FROM:** Type "FROM:" at the left margin, two typing returns below the "TO:" or "THRU:" line. The "FROM:" line includes the mail code and title of the signer. The use of titles is preferred; however, if an individual does not use a title, it is acceptable to have a memo to a title from a name or from a name to a name (use full name, e.g., B/John A. Smith).

4.1.10. **Subject.**

Type "SUBJECT:" at the left margin in all caps, two typing returns below the last line of the "FROM:" line, followed by the subject. If more than one line is needed for the subject, begin succeeding lines aligned with the first character of the subject. The subject should state concisely the main topic of the memo. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in a memo, establish it in the subject line so that only the shortened form is necessary in the body of the correspondence. Capitalize the first letter of key words within the subject line, and do not use articles, e.g., a, an, the.

Articles may be used, but not capitalized in the subject line.

4.1.11. **Reference.**

Avoid a reference line in a business memo, except when it contributes to the understanding of the correspondence and when the number of references is too great to be reasonably incorporated in the first paragraph of the memo. Type "REF:" at the left margin, blocked, two typing returns below the last line of the subject, followed by an itemized listing of the references. Abbreviate items as much as possible; e.g., type dates in numerical figures (4/5/94). List references as (a), (b), (c), single-spaced in chronological order with the most recent date listed first. See Figure 4-2 of this chapter.

Note that "Ref" is used in the Nonpersonalized Business Letter and "REF" is used in the Standard Memo.

4.1.12. **Body of Memo.**

Use single-spaced text with double spacing between paragraphs. Type text paragraphs in block form. When a paragraph is broken into subparagraphs, number and letter the subparagraphs as shown in chapter 3, Figure 3-2. Hyphenate sparingly to ensure a uniform right margin. Avoid hyphenating more than two consecutive lines. Also, avoid hyphenating at the end of the first line or the end of the last full line of a paragraph.

a. Within text, dates are written out using the month, day, year format; i.e., September 3, 2000. Do not use military style format for the date or for the time.

Correct: January 1, 2000 ***Incorrect: 1 January 2000***	***Correct: 1:30 p.m.*** ***Incorrect: 1330 hours***

b. Mail codes within text are not used as substitutes for names of people or organizations.
Example:
Incorrect: AP is the office of record.
Correct: The Public Affairs Office is the office of record.

c. ***When an abbreviation, such as Public Affairs Office (PAO), has been established, the abbreviation may be used thereafter.***
Example: PAO will review the new requirements.

d. ***Do not use the postal two-letter abbreviations for states within the body of correspondence. Established abbreviations may be used when space is limited. See The Gregg Reference Manual, Section 527, for a listing of those abbreviations.***
Example: For Texas, use Tex., not TX

e. ***Use two spaces after ending punctuation. See The Gregg Reference Manual, Section 299, Spacing With Punctuation Marks.***

f. ***Use periods rather than asterisks for ellipses. See the GPO Style Manual, Section 8.76, and The Gregg Reference Manual, Section 274.***

g. ***Dashes have become increasingly popular. Many fonts offer the dash character, but some do not. Therefore, to construct a dash, strike the hyphen twice with no space before, between, or after the hyphens. See The Gregg Reference Manual, Section 216.***
Example: Our procurement conference next year is in Hawaii–on Maui.
Note: For Microsoft Word users that have selected AutoCorrect or AutoFormat to format your documents, Microsoft Word automatically inserts an en dash or an em dash when you type two hyphens.

h. ***Quotation marks are not used when quoted material is set apart; this extraction replaces the quotation marks. Instead, indent the quoted material five character spaces from each side margin, leaving one blank line above and below the extract. See The Gregg Reference Manual, Section 265.***

4.1.13. **Widows and Orphans**.

Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not continue a paragraph on the following page unless two lines can be carried over to that page.

The following is a description of widows and orphans given by Microsoft Word:
A widow is the last line of a paragraph printed by itself at the top of a page. An orphan is the first line of a paragraph printed by itself at the bottom of a page.

4.1.14. **One-Paragraph Memo.**

Double spacing may be used if a memo contains only one paragraph and consists of 10 lines or less. See Figure 4-2 of this chapter.

4.1.15. **Succeeding Pages.**

Type succeeding page(s) of a memo on plain bond paper. Beginning with the second page, type the page number five lines from the top of the page, approximately 1 inch to the left of the right edge of the page. Continue the body of the memo two lines below the page number. Allow the same margins as for the first page.

Along with the page number in the upper right corner, use the writer's code (letter number) in the upper left corner. See Figure 4-9B.

4.1.16. **Signature Blocks.**

a. **Format.** Type the signature information at the left margin, five typing returns below the last line of text. Type the name of the signing official only. Do not use Mr., Mrs., Ms., or Dr., in the signature block.

b. **Acting Official.** If it is known before typing that an acting official will sign the memo, type that person's name and the word "Acting" before the title in the "FROM:" line. If the memo has been prepared for the signature of the signing official but is actually signed by another, the person signing will write "for" in front of the typed name. Mark courtesy copies with the actual signer's name to establish for the record which person actually signed.

4.1.17. Enclosures.

Any material included with a memo is called an enclosure. Type the word "Enclosure" flush left, two lines below the signature block.

a. **Enclosures Identified in the Text.** When possible, identify enclosures in the text in as few words as possible or by title. If there is more than one enclosure, indicate the number as follows:

3 Enclosures

b. **Enclosures Not Identified in the Text.** When enclosures are not identified in the text, type the list at the left margin. List each enclosure on a separate line as in the following examples:

Example of unnumbered enclosures:

4 Enclosures:
Form Letters Handbook
Plain Letters Pamphlet
Organizational Chart
The NASA Scientific and Technical Information System

or

Example of numbered enclosures:

3 Enclosures:
1. Form Letters Handbook
2. Plain Letters Pamphlet
3. Organizational Chart

If more than one line is required to identify an enclosure in a list of enclosures, the enclosures are numbered for clarification.

3 Enclosures:
1. Form Letters Handbook
2. NMI 7410.3D, dated 4/14/88, "Delegation of Authority
or Acquisition of Commercial Services for NASA's Use"
3. OMB Circular A-76, revised 8/4/83

c. **Marking Enclosures**. On the first page of each enclosure, the word "Enclosure" must be typed in the lower right corner; e.g., Enclosure, Enclosure 1, Enclosure 2.

This is true for the enclosure notation whether the enclosure is typed vertically or horizontally. See Figure 3-8 for proper placement and for correct stapling of the package.

4.1.18. Material Sent Under Separate Cover.

When material referred to in the text is sent under separate cover, type “Separate Cover:” at the left margin, two typing returns below the signer’s title or the enclosure notation if there is one. List the material, whether or not it is identified in the text. Send a copy of the memo with the material that is mailed under separate cover.

Example:

Separate Cover:
Form Letters Handbook—10 copies
Plain Letters Pamphlet—10 copies
Correspondence Handbook—10 copies

4.1.19. **Courtesy Copies.**

a. **Courtesy Copies (cc:).** Type the distribution of courtesy copies on the original when the recipient needs to know who received copies. Type “cc:” at the left margin two typing returns below the last typed line of the signature block, the enclosure line, or separate cover listing. Directly below “cc:,” single space the list of recipients, using office or organizational codes. Always use titles such as Dr., Mr., Mrs., and Ms. on correspondence to outside NASA addressees; titles are preferred on NASA internal correspondence but may be omitted as long as names are listed in a consistent format.

Examples (listed in order of preference):

cc:
G/Mr. Frankle
G/Mr. E. Frankle
G/E. Frankle

Examples of designating officials in an “Acting” capacity:

Y/Mr. Smith (Acting)
Y/Mr. M. Smith (Acting)
Y/M. Smith (Acting)

A dual-column “cc:” distribution list is permitted when the list is too long to fit in a single column on one page.

b. **Preferred Order.** Study the following example for the correct order before typing the list of recipients of courtesy copies. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation “(w/o encl.)” or after their names.

Example:

cc:	
HQ/AI/Dr. Mulville	1. Originator’s addressees first**
HQ/AS/Ms. Olsen	
HQ/F/Ms. Novak	2. Headquarters addressees next**
HQ/FE/Mr. Owens	
HQ/FM/Mr. Sullivan	
HQ/FPP/Ms. Irwin	
ARC/200-2/Ms. Jaynes	3. Centers’ codes next**
ARC/233-14/Ms. Chenier	
DFRC/O/Ms. Rudy	
JSC/AA/Ms. Womack	
JSC/AC/Ms. Marshall	
*DOC/Mr. Lancaster (w/o encl.)	4. Federal agencies next**

*DOT/Mr. Smith
*GSA/Mr. Merman (w/o encl.)
Johns Hopkins University/Dr. Reader — 5. Non-Federal organizations last**
Seattle, WA/Mr. Jones

*If an organizational acronym is used without first spelling it out, it should be well known to the recipient of the memo.

**All lists must be in alphabetical and numerical order.

1. ***Titles such as Dr., Mr., and Ms. are not used in "cc:" and "bcc:" lists in JSC correspondence. Use first and middle initials with last names. See Figure 4-9B.***
2. ***"Cc:" and "bcc:" lists should list addressees in the following order: JSC, Headquarters, other NASA Centers, contractors, other individuals.***
3. ***Courtesy copy listings should indicate any recipients who are not sent enclosures. Options for indicating the distinctions include:***

Ordinary	***No one to receive enclosure(s)***	***Selected not to receive enclosure(s)***	***Selected to receive enclosure(s)***
cc:	**cc: (w/o encl.)**	**cc: (*w/o encl.)**	**cc: (*w/encl.)**
BA/R. K. Gish	**BA/R. K. Gish**	**BA/R. K. Gish**	**BA/R. K. Gish***
LA/J. H. Beall (w/o encl.)	**LA/J. H. Beall**	**LA/J. H. Beall**	**LA/J. H. Beall***
HQ/M-1/W. F. Readdy	**HQ/M-1/W. F. Readdy**	**HQ/M-1/W. F. Readdy***	**HQ/M-1/W. F. Readdy**
KSC/YA/K. J. Payne	**KSC/YA/K. J. Payne**	**KSC/YA/K. J. Payne***	**KSC/YA/K. J. Payne**

4. ***Copies external to JSC must show JSC letterhead.***
5. ***If there is insufficient space on the signature page to show the full "cc:" list, type "cc: See List" flush with the left margin two lines below the signature block (or enclosure notification). This also applies to "bcc:" lists.***

Example:

cc:
See List

6. ***An official listing of contractor abbreviations used at JSC can be found in the "Johnson Space Center Telephone Directory."***
7. ***When making distribution of correspondence, place distribution and/or "cc:" lists on top for ease in mailing.***

4.1.20. **Official Record Copy Preparation**.

The official record copy includes all relevant drafting information concerning the correspondence.

a. **Blind Courtesy Copies (bcc:).** Use blind courtesy copies when the recipient does not need to know who received copies or to document the office of record. Type "bcc:" on the official file copy two typing returns below the "cc:" listing. Never type "bcc:" on the original. The list should include the official file copy with the Agency filing scheme number from Appendix A of NPR 1441.1C, Records Retention Schedules. If the memo has enclosures, indicate any recipients who were not sent enclosures by typing the notation "(w/o enclosure)" or "(w/o encl.)" after their names or codes. Identifying "bcc:" recipients and using dual-column "bcc:" lists will follow the same guidelines as stated in chapter 3, paragraph 3.1.23.a.

Example:

bcc:
FM/Mr. Sullivan
FPH/Official File 1330
FPH/Reading File (w/o enclosure)

1. For correspondence to be signed by a Senior Staff member or addressed to a Senior Staff member, a copy for AC/Associate Director (Management) is required. This copy is not required if the signature package is signed within the Office of the Director (i.e., AA, AB, or AC), in which case the ECCO copy will serve the purpose.
2. Copies external to JSC must show JSC letterhead.
3. "Bcc:" lists should list addressees in the following order: JSC, Headquarters, other NASA Centers, contractors, other individuals. See Figure 4-9B.

b. **Identification of Office, Writer, and Typist.**

1). On the bottom of file copies of the signature page, type the mail code of the preparing office, the writer's first initial and surname, the typist's initials, date of typing, and the writer's telephone extension.

Example:

F/JSmith:abd:2/20/97:1234

2). If the memo is rewritten or retyped, type a second identification line directly below the first.

Example:

F/JSmith:abd:2/20/94:1234
Rewritten: F/EJones:olr:2/28/94:8135
Retyped:AI/sdf:3/5/94:1024

c. NPD 1440.6E, NASA Records Management, and NPR 1441.1C, Records Retention Schedules, contain the NASA numbering system for indexing files. Type the official file number on all file copies as indicated in paragraph 4.1.20.a.

d. The identification of office, writer, and typist, also known as the initiator line, is not shown on the original of a letter.
e. The initiator line should be shown on the official file copy and internal copies of documents other than letters and memos such as JSC announcements, agreements, and directives.
f. Computer identification information may be placed two lines below the initiator line.
g. The initiator line should always be shown on GP44 and ECCO copies.

4.2 CONCURRENCES

4.2.1. Obtaining and Documenting Concurrences.

4.2.1.1. If concurrences are required, use NASA Form 1267 (or NASA Form 1267A for laser printers) for the first page of the official file copy. In the concurrence blocks, codes and names of concurring officials may be typed. Those officials will sign and date in the space provided. The signature page will reflect the "cc:," "bcc:," official file, reading file, and identification line.

Concurrences required will usually follow the hierarchical chain, which will ordinarily align with organization management structure. See Figure 3-7. There are exceptions to the concurrence chain unique to some organizations. Concurrences may be required outside the initiator's own organization due to subject matter. Also, concurring officials may find it necessary or appropriate to obtain additional concurrences different from those already included.

Print the concurrence block on the signature page of the official file copy, not on the first page as stated above. See 4.1.6.a.(3).

4.2.1.2. As an alternative to using NASA Forms 1267 or 1267A, type the mail codes and names of concurring officials on the bottom of plain paper (first page) which will be used as the official file copy of the memo. Concurring officials will sign and date in the space provided.

The JSC-preferred method for concurrences is use of the NASA Form 1267 or 1267A. An example of the alternative method is illustrated below. It includes the desired mail codes and initials, lines for the written initials, and lines for dates. See 4.1.6.a.(3) for placement of concurrence blocks.

Concurrences: **AI/JEC** ______ ______	**AC/SHG** ______ ______	**AB/BRS** ______ ______

4.2.1.3. Each time a memo is rewritten or retyped, an updated identification line should be added to the official record copy. Replace and destroy all previous copies except the official copy and the marked-up copy. Mark through the previous official copy with a diagonal red line and staple it to the back of the rewritten one. If the marked-up copy is other than the official one, fold it and place it on the top of the package for the attention of the rewriter or reviewer. See paragraph 4.1.20.b.(2).

4.2.1.4. Sometimes it is necessary to have concurring or approving officials sign on an original letter or report; e.g., personnel documents requiring several reviewing officials, procurement documents, or planning documents requiring approval. In these cases, use the format as shown below and also see also Figure 4-6.

Concurrence:

______________________________	____________________
(Name) (Title)	(Date)

Approval:

______________________________	____________________
(Name) (Title)	(Date)

4.3 ASSEMBLY FOR SIGNATURE FOR MEMOS

Assemble memos as illustrated in Figures 4-7 and 4-8.

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

4.4 ENVELOPES AND MAILING

4.4.1. See Chapter 7: Envelopes and Mailing for specific preparation instructions. Consult with your Center's Mail Manager for information on mailing services.

Refer to JSC 26809, JSC Mail Services Guide.

4.4.2. Do not type instructions on the memo indicating special handling or mailing services; e.g., Special Delivery, Certified or Registered. Consult with your Center's Mail Manager for information on special mailing services.

4.5 MULTIPLE-ADDRESSEE MEMOS

Memos are often addressed to more than one individual and require a variety of formats. Study the figures in this chapter before preparing a multiple-addressee memo.

4.5.1. **Address.** If a memo is addressed to more than three individuals, address it to a categorical group. If addressees do not fall under a category, address the memo to "Distribution." Figures 4-7 through 4-13 depict forms of addressees for all variations of multiple-addressee memos.

4.5.2. **Original vs. Photocopy.** When addressees are listed in the "TO:" line of a memo, send each individual an original memo with an original signature. If addressees are part of a distribution list, send each addressee a photocopy of the memo and retain the original in the official file.

4.5.3. **Distribution List.** Type the name of the specific group or "Distribution:" two typing returns below the signature block or the enclosure or separate-cover listing. Begin the list of all recipients directly beneath the heading. Single space the list and arrange in alphabetical/ numerical order by Center/Code, except when listing those names at the signer's Center first. (See 4.1.19.b for preferred order.) When the list will not fit on the same page as the signature, type a separate page for the distribution list, or use a dual-column list. After the memo is signed, staple the list in front of the memo. See Figure 4-7.

a. It is not necessary to type "See List" when the distribution list will not fit on the same page as the signature. The "TO:" line directs the reader to find the distribution list.

b. Use initials in lieu of titles; i.e., first and second initials and last names.

c. The distribution list should always appear before the "cc:" list.

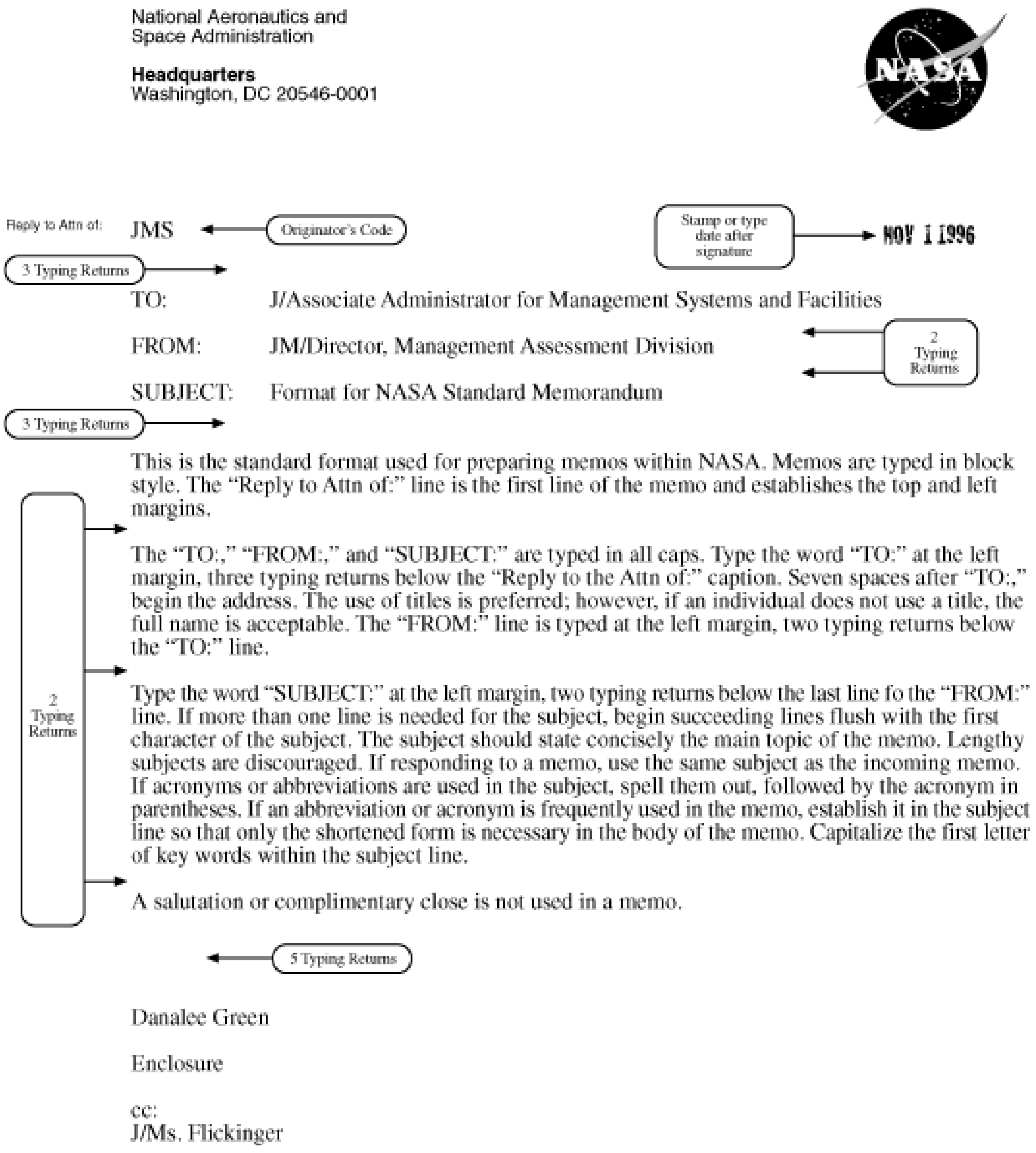
d. Distribution should be listed addressees in the following order: JSC, Headquarters, other NASA Centers, contractors, other individuals. See Figure 4-9B.

4.6 MEMORANDUM FOR THE RECORD

A memo for the record is an informal memo used to establish an official record of telephone conversations, meetings, conferences, or travel. See Figure 4-14.

4.6.1. The original is filed by the author for future reference; therefore, a "TO:" line is not required.

4.6.2. A "cc:" notation, as shown in Figure 4-14, names individuals who are to receive copies. All other rules for preparation of memos apply to this figure.



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: JMS

NOV 1 1996

TO: J/Associate Administrator for Management Systems and Facilities

FROM: JM/Director, Management Assessment Division

SUBJECT: Format for NASA Standard Memorandum

This is the standard format used for preparing memos within NASA. Memos are typed in block style. The “Reply to Attn of:” line is the first line of the memo and establishes the top and left margins.

The “TO:,” “FROM:,” and “SUBJECT:” are typed in all caps. Type the word “TO:” at the left margin, three typing returns below the “Reply to the Attn of:” caption. Seven spaces after “TO:,” begin the address. The use of titles is preferred; however, if an individual does not use a title, the full name is acceptable. The “FROM:” line is typed at the left margin, two typing returns below the “TO:” line.

Type the word “SUBJECT:” at the left margin, two typing returns below the last line fo the “FROM:” line. If more than one line is needed for the subject, begin succeeding lines flush with the first character of the subject. The subject should state concisely the main topic of the memo. Lengthy subjects are discouraged. If responding to a memo, use the same subject as the incoming memo. If acronyms or abbreviations are used in the subject, spell them out, followed by the acronym in parentheses. If an abbreviation or acronym is frequently used in the memo, establish it in the subject line so that only the shortened form is necessary in the body of the memo. Capitalize the first letter of key words within the subject line.

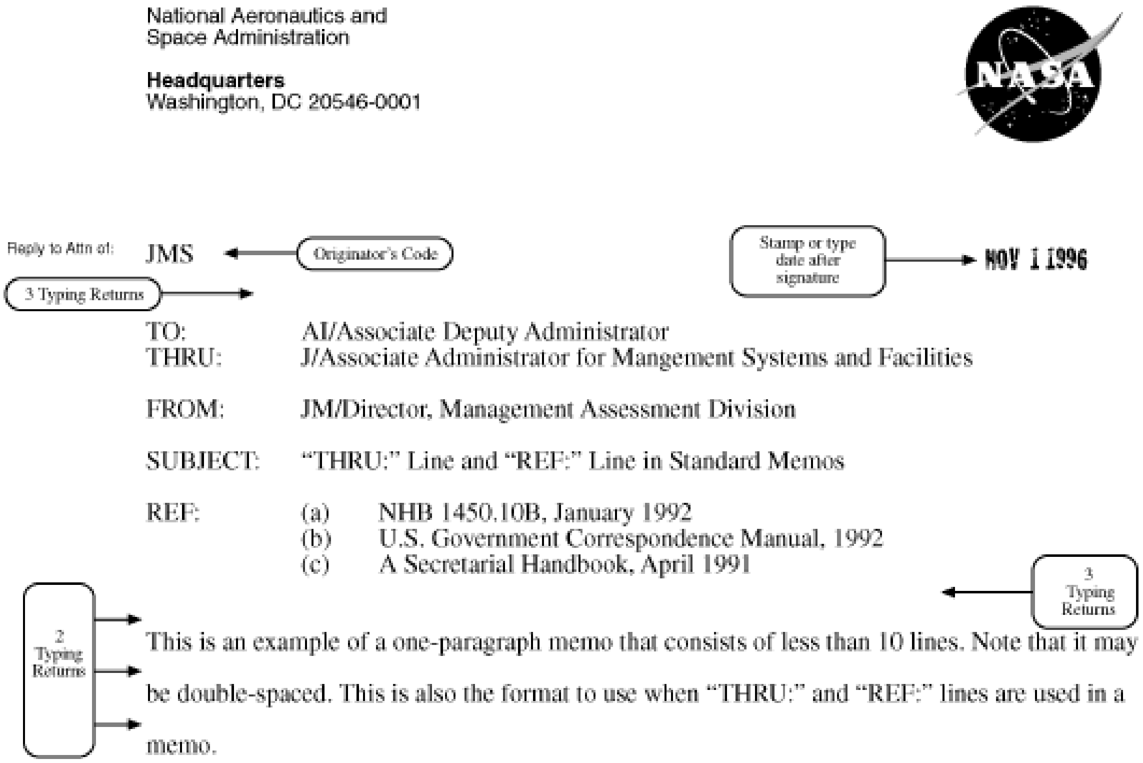
A salutation or complimentary close is not used in a memo.

Danalee Green

Enclosure

cc:
J/Ms. Flickinger

Figure 4–1
Standard Memo



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: JMS

Originator's Code

Stamp or type date after signature

NOV 1 1996

3 Typing Returns

TO: AI/Associate Deputy Administrator
THRU: J/Associate Administrator for Mangement Systems and Facilities

FROM: JM/Director, Management Assessment Division

SUBJECT: "THRU:" Line and "REF:" Line in Standard Memos

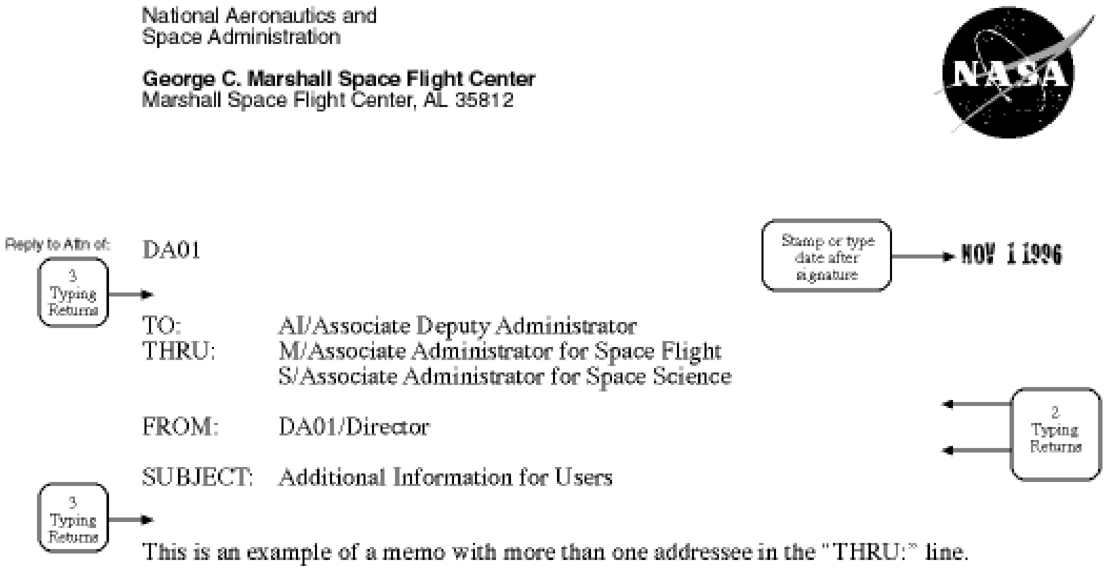
REF: (a) NHB 1450.10B, January 1992
(b) U.S. Government Correspondence Manual, 1992
(c) A Secretarial Handbook, April 1991

3 Typing Returns

2 Typing Returns

This is an example of a one-paragraph memo that consists of less than 10 lines. Note that it may be double-spaced. This is also the format to use when "THRU:" and "REF:" lines are used in a memo.

Figure 4–2
One-Paragraph Memo With "THRU" and "REF" Lines



National Aeronautics and
Space Administration

George C. Marshall Space Flight Center
Marshall Space Flight Center, AL 35812

Reply to Attn of: DA01

NOV 1 1996

TO: AI/Associate Deputy Administrator
THRU: M/Associate Administrator for Space Flight
S/Associate Administrator for Space Science

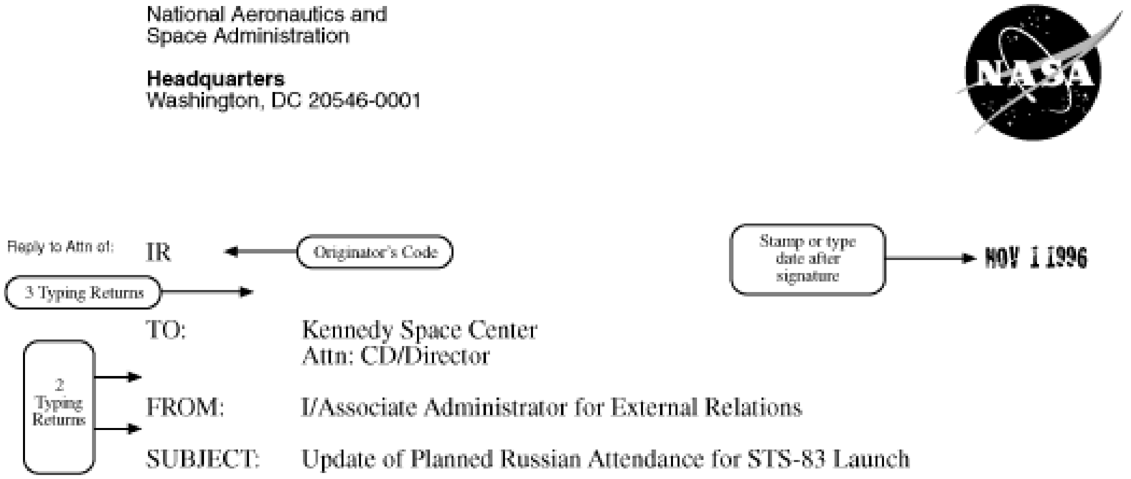
FROM: DA01/Director

SUBJECT: Additional Information for Users

This is an example of a memo with more than one addressee in the "THRU:" line.

3 Typing Returns
Stamp or type date after signature
2 Typing Returns
3 Typing Returns

Figure 4–3
Memo From Center to Headquarters With More Than One Addressee on the "THRU" Line



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: IR

NOV 1 1996

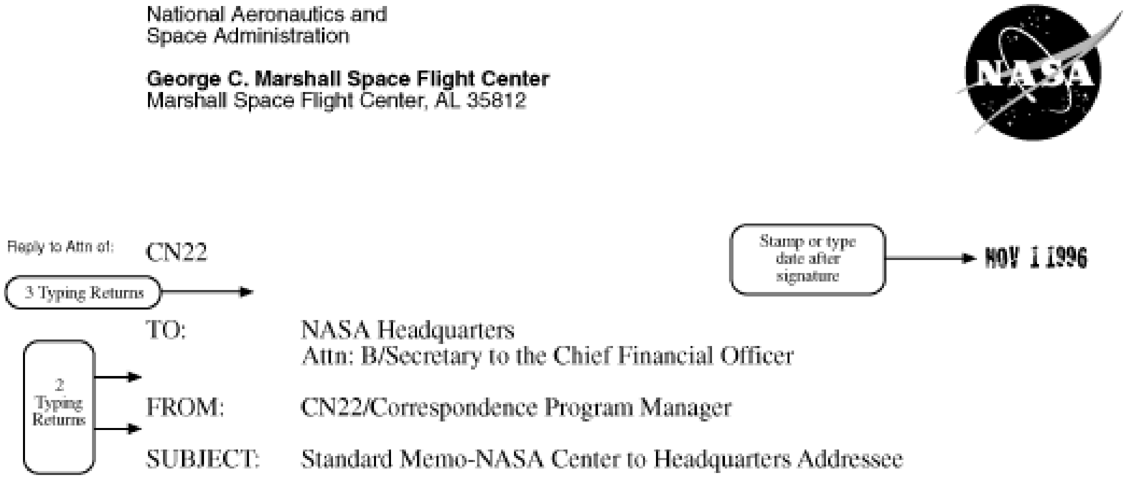
TO: Kennedy Space Center
Attn: CD/Director

FROM: I/Associate Administrator for External Relations

SUBJECT: Update of Planned Russian Attendance for STS-83 Launch

Originator's Code
3 Typing Returns
2 Typing Returns
Stamp or type date after signature

Figure 4–4
Standard Memo From Headquarters to a NASA Center



National Aeronautics and
Space Administration

George C. Marshall Space Flight Center
Marshall Space Flight Center, AL 35812

Reply to Attn of: CN22

3 Typing Returns

Stamp or type date after signature

NOV 1 1996

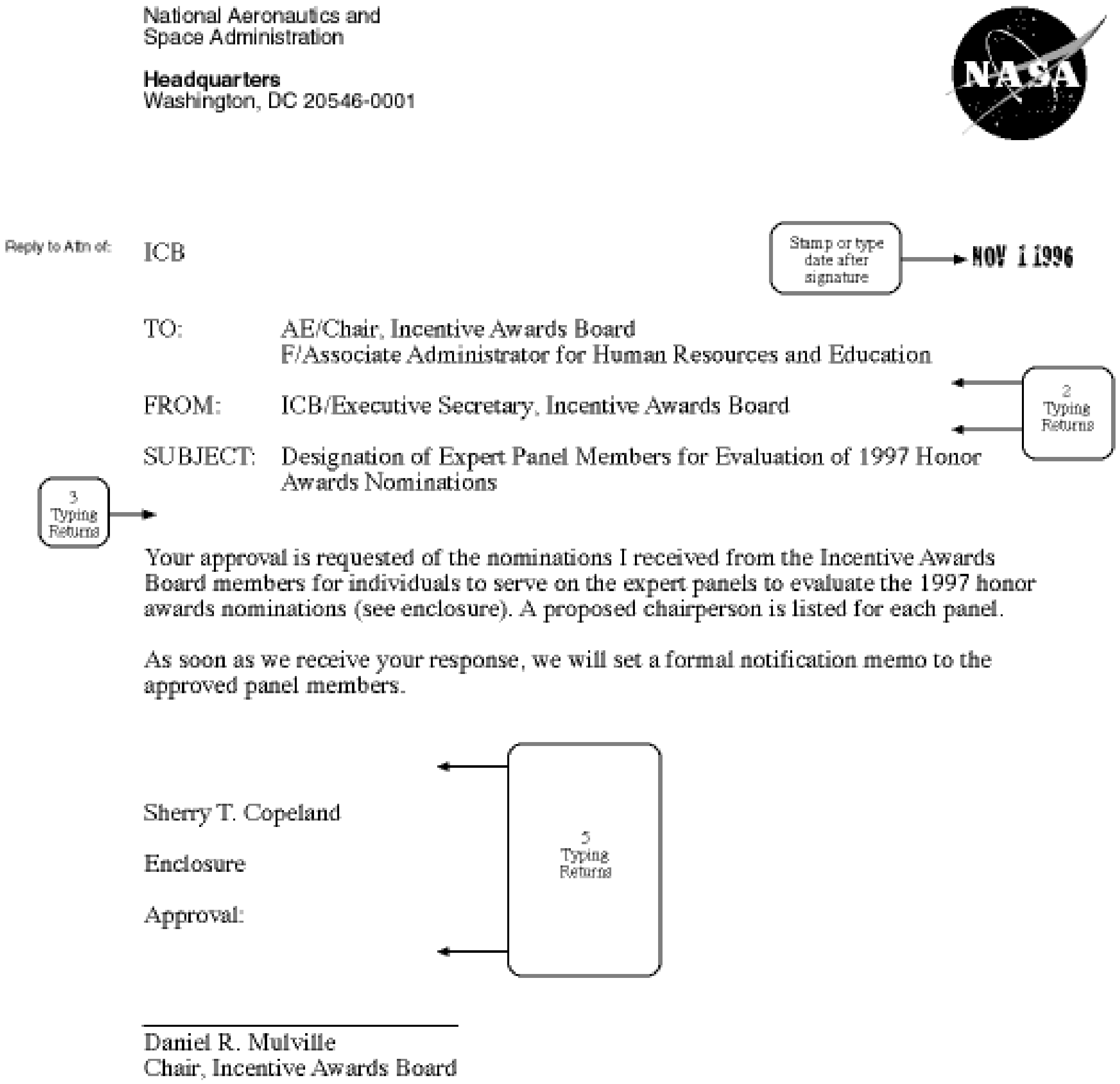
TO: NASA Headquarters
Attn: B/Secretary to the Chief Financial Officer

2 Typing Returns

FROM: CN22/Correspondence Program Manager

SUBJECT: Standard Memo-NASA Center to Headquarters Addressee

Figure 4–5
Standard Memo From a NASA Center to Headquarters



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: ICB

Stamp or type date after signature

NOV 1 1996

TO: AE/Chair, Incentive Awards Board
F/Associate Administrator for Human Resources and Education

2 Typing Returns

FROM: ICB/Executive Secretary, Incentive Awards Board

SUBJECT: Designation of Expert Panel Members for Evaluation of 1997 Honor Awards Nominations

3 Typing Returns

Your approval is requested of the nominations I received from the Incentive Awards Board members for individuals to serve on the expert panels to evaluate the 1997 honor awards nominations (see enclosure). A proposed chairperson is listed for each panel.

As soon as we receive your response, we will set a formal notification memo to the approved panel members.

5 Typing Returns

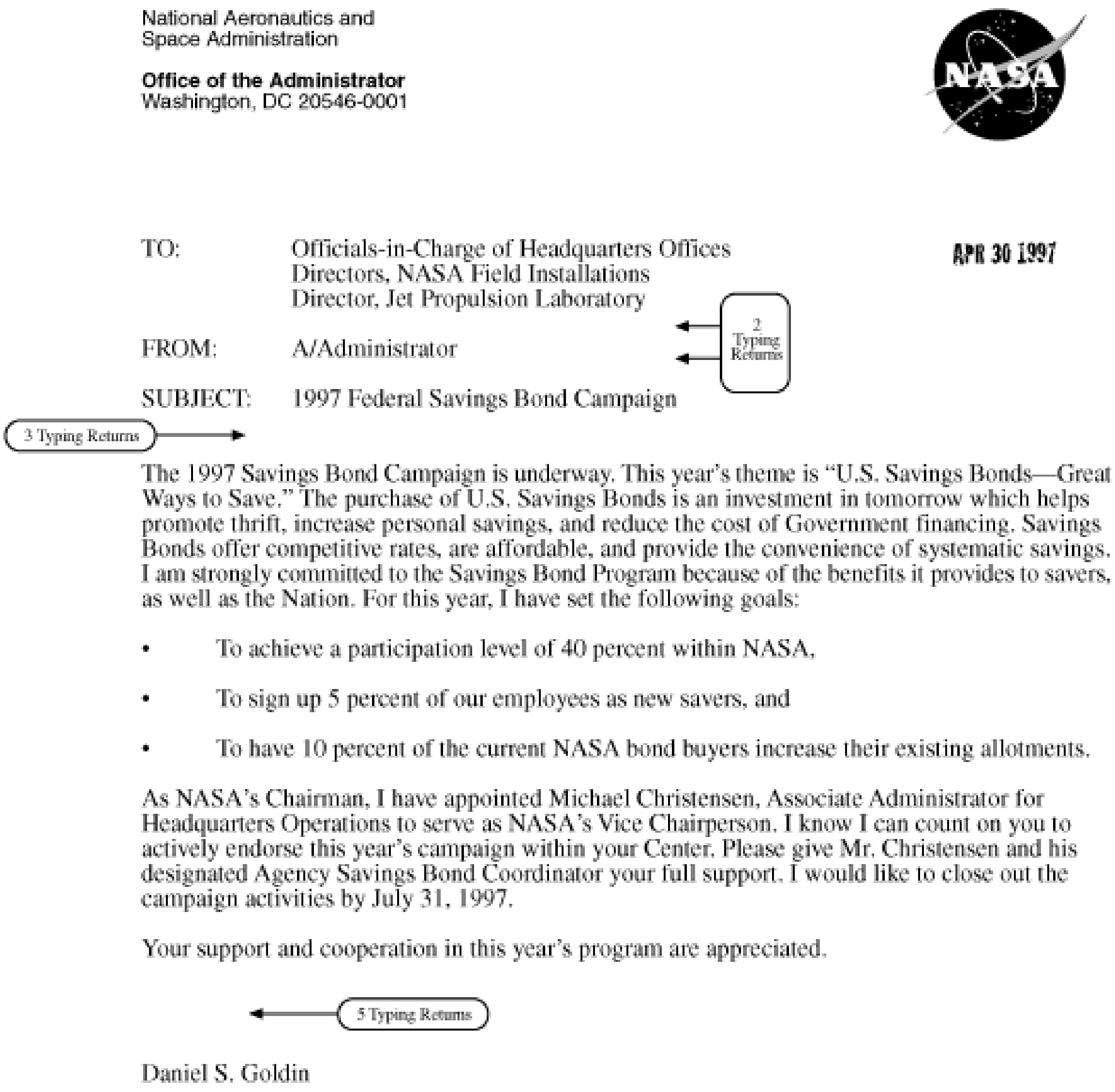
Sherry T. Copeland

Enclosure

Approval:

____
Daniel R. Mulville
Chair, Incentive Awards Board

Figure 4–6
Memo Depicting an Approval Line



2 Typing Returns
3 Typing Returns
5 Typing Returns

National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001

APR 30 1997

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Field Installations
Director, Jet Propulsion Laboratory

FROM: A/Administrator

SUBJECT: 1997 Federal Savings Bond Campaign

The 1997 Savings Bond Campaign is underway. This year's theme is "U.S. Savings Bonds—Great Ways to Save." The purchase of U.S. Savings Bonds is an investment in tomorrow which helps promote thrift, increase personal savings, and reduce the cost of Government financing. Savings Bonds offer competitive rates, are affordable, and provide the convenience of systematic savings. I am strongly committed to the Savings Bond Program because of the benefits it provides to savers, as well as the Nation. For this year, I have set the following goals:

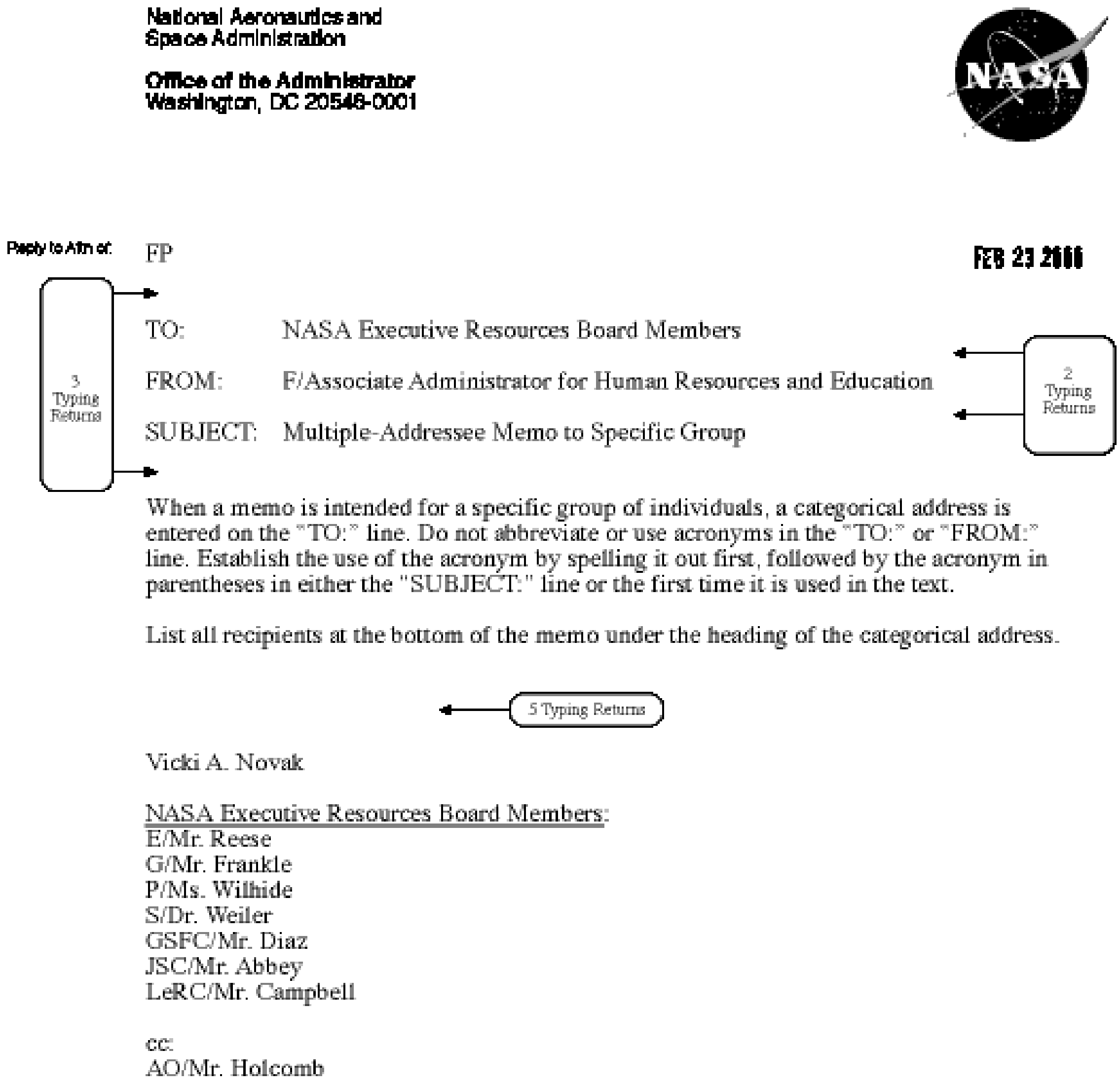
- To achieve a participation level of 40 percent within NASA,
- To sign up 5 percent of our employees as new savers, and
- To have 10 percent of the current NASA bond buyers increase their existing allotments.

As NASA's Chairman, I have appointed Michael Christensen, Associate Administrator for Headquarters Operations to serve as NASA's Vice Chairperson. I know I can count on you to actively endorse this year's campaign within your Center. Please give Mr. Christensen and his designated Agency Savings Bond Coordinator your full support. I would like to close out the campaign activities by July 31, 1997.

Your support and cooperation in this year's program are appreciated.

Daniel S. Goldin

Figure 4–7
Multiple-Addressee Memo to Organizational Elements or Officials


3 Typing Returns
2 Typing Returns
5 Typing Returns

National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001

Reply to Attn of: FP

FEB 23 2000

TO: NASA Executive Resources Board Members

FROM: F/Associate Administrator for Human Resources and Education

SUBJECT: Multiple-Addressee Memo to Specific Group

When a memo is intended for a specific group of individuals, a categorical address is entered on the "TO:" line. Do not abbreviate or use acronyms in the "TO:" or "FROM:" line. Establish the use of the acronym by spelling it out first, followed by the acronym in parentheses in either the "SUBJECT:" line or the first time it is used in the text.

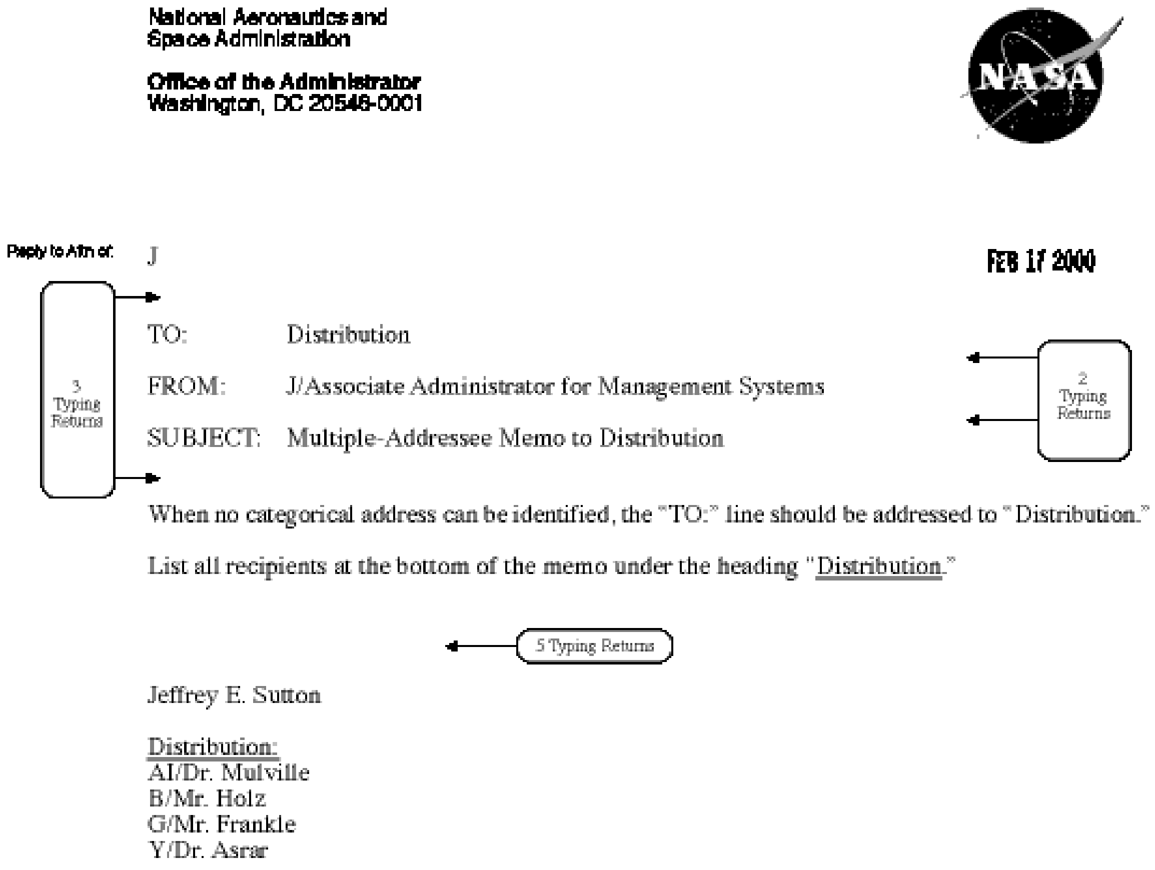
List all recipients at the bottom of the memo under the heading of the categorical address.

Vicki A. Novak

NASA Executive Resources Board Members:
E/Mr. Reese
G/Mr. Frankle
P/Ms. Wilhide
S/Dr. Weiler
GSFC/Mr. Diaz
JSC/Mr. Abbey
LeRC/Mr. Campbell

cc:
AO/Mr. Holcomb

Figure 4–8
Multiple-Addressee Memo to Specific Group



National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001

Reply to Attn of: J

FEB 17 2000

3 Typing Returns

TO: Distribution

FROM: J/Associate Administrator for Management Systems

SUBJECT: Multiple-Addressee Memo to Distribution

2 Typing Returns

When no categorical address can be identified, the "TO:" line should be addressed to "Distribution."

List all recipients at the bottom of the memo under the heading "Distribution."

5 Typing Returns

Jeffrey E. Sutton

Distribution:
AI/Dr. Mulville
B/Mr. Holz
G/Mr. Frankle
Y/Dr. Asrar

Figure 4–9
Multiple-Addressee Memo to Distribution

National Aeronautics and
Space Administration

Lyndon B. Johnson Space Center
2101 NASA Road 1
Houston, Texas 77058-3696

(date is printed here)

Reply to Attn of : WB-00-003

↵

↵

TO: Distribution

↵

FROM: AA/Director

↵

SUBJECT: Multiple Addressee Memo to Distribution

↵

↵

This memo is to help in the preparation of memos to distribution. The distribution list would not fit on the page. “Cc:” lists should always appear after the distribution list. Though it isn’t necessary to further mention the distribution list on the signature page, we do show “cc: See List,” so the recipient will know to look for the list of “cc’s.”

↵

The initiator line should be placed on the official file copy and all internal copies (always on GP44 and ECCO copies).

↵

Succeeding pages show the writer’s code (letter number) with the page number at the right margin.

↵

The word “Distribution” is underlined and capitalized whereas “cc:” and “bcc:” are not.

↵

When the distribution, “cc’s,” and “bcc’s” exceed the length of space available, they may be placed into columns. At the discretion of your organization authorities, the columns may run “newspaper” fashion (top to bottom) or be in sections together (see example at the “cc:” list).

↵

↵

↵

↵

Jefferson D. Howell, Jr.

↵

Enclosure

↵

cc:
See List

↵

WB/TIFiction:fit:8/2/00:77777 *(shown on official file copy and internal file copies)*

Figure 4-9A

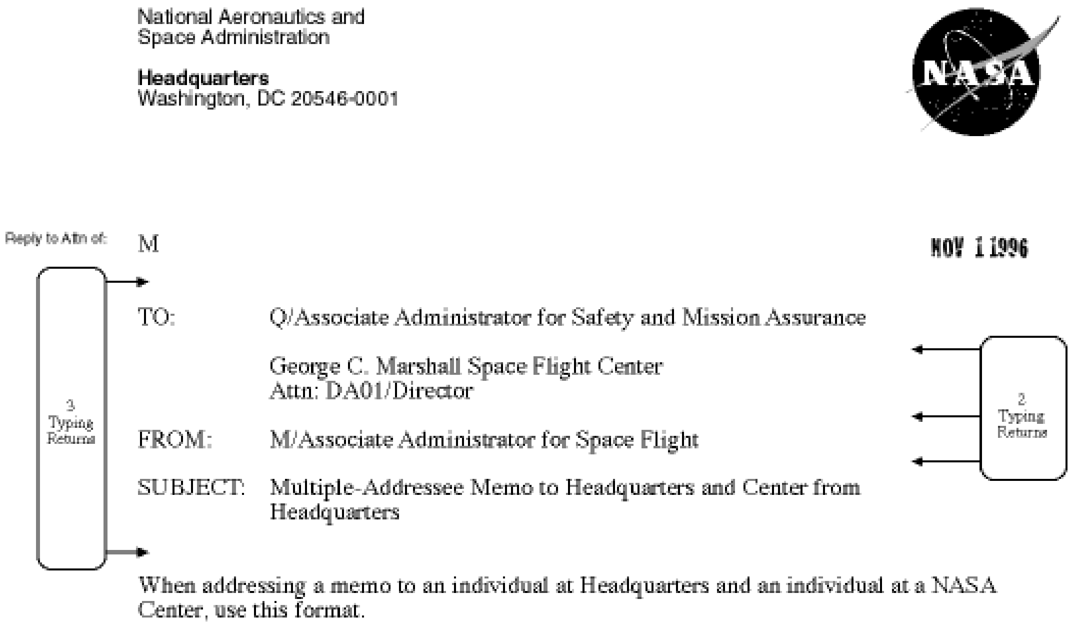
WB-00-003 2
↵
Distribution:
AC5/J. W. Young
EA/J. R. Jaax
NT225/Hernandez/J. P. Byard *(Hernandez employee at JSC mail code--JSC internal mail; use holey env.)*
SA/C. F. Sawin
ZR/D. C. Hess
HQ/M-7/N. B. Starkey
HQ/MO/R. L. Elsbernd
HQ/MO/S. R. Nichols
GRC/500-203/J. W. Dunning
KSC/MK/J. D. Halsell, Jr.
KSC/MK-SIO/R. L. Segert
KSC/PH/D. A. King
KSC/XA-D/J. H. Morgan ***
MSFC/EJ41/J. A. Jones
MSFC/FD01/A. Roth
USA/USH-601A/J. R. Eyman
Boeing/HS-42/J. Worley *(Boeing employee at contractor mail code—JSC internal mail; use holey env.)*

↵
Aerospace Corporation
USAF/SD/CLT
M5-568/Mr. W. E. Smith
Los Angeles, CA 90009-2957
↵
Mr. Brewster H. Shaw *(Boeing employee using local off-site address; use*
Boeing Space and Communications Group *official stationery envelope for postal service mailing)*
2100 Space Park Drive, HS-42
Houston, TX 77058
↵
cc:
EA/F. J. Benz
EV212/S. Gaudiano
SA/T. T. White
HQ/SSF/D. G. Bush
HQ/SSX/W. G. Davis
ARC/226-7/A. R. Kutler
GSFC/350.7/J. M. Bradford
GSFC/490.3/D. D. Sheppard
JPL/125-177/J. P. Jensen
JPL/405-13/R. A. Kline
JPL/601-18/I. M. Kline
KSC/NN/S. M. Francois
KSC/ST/J. J. Talone
LeRC/4000/C. E. Ballenge
LeRC/8500/B. L. Tyler
↵
bcc: *(not shown on original)*
BF/N. R. Cooper
KC/T. C. Redding
KC/R. L. Rowley
KM/T. G. Mancuso

↵
bcc: *(not shown on original)*
BF/N. R. Cooper
KC/T. C. Redding
KC/R. L. Rowley
KM/T. G. Mancuso

JSC Supplement to NHB 1450.10C (March 2000)

Figure 4-9A



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: M

NOV 1 1996

TO: Q/Associate Administrator for Safety and Mission Assurance

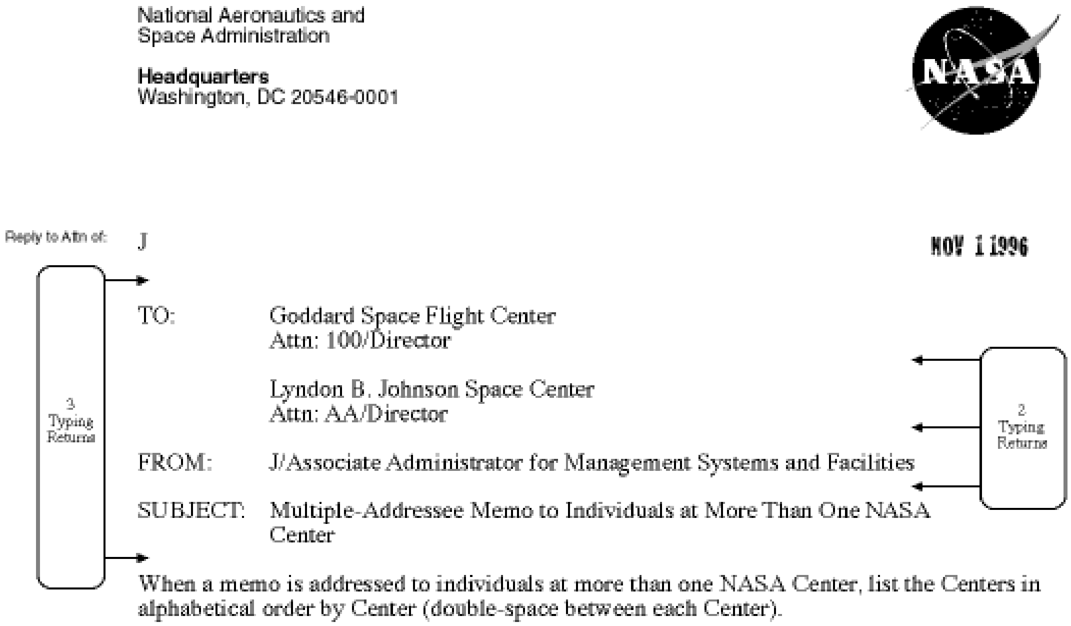
George C. Marshall Space Flight Center
Attn: DA01/Director

FROM: M/Associate Administrator for Space Flight

SUBJECT: Multiple-Addressee Memo to Headquarters and Center from Headquarters

When addressing a memo to an individual at Headquarters and an individual at a NASA Center, use this format.

Figure 4–10
Multiple-Addressee Memo to Headquarters and a NASA Center


3 Typing Returns
2 Typing Returns

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: J

NOV 1 1996

TO: Goddard Space Flight Center
Attn: 100/Director

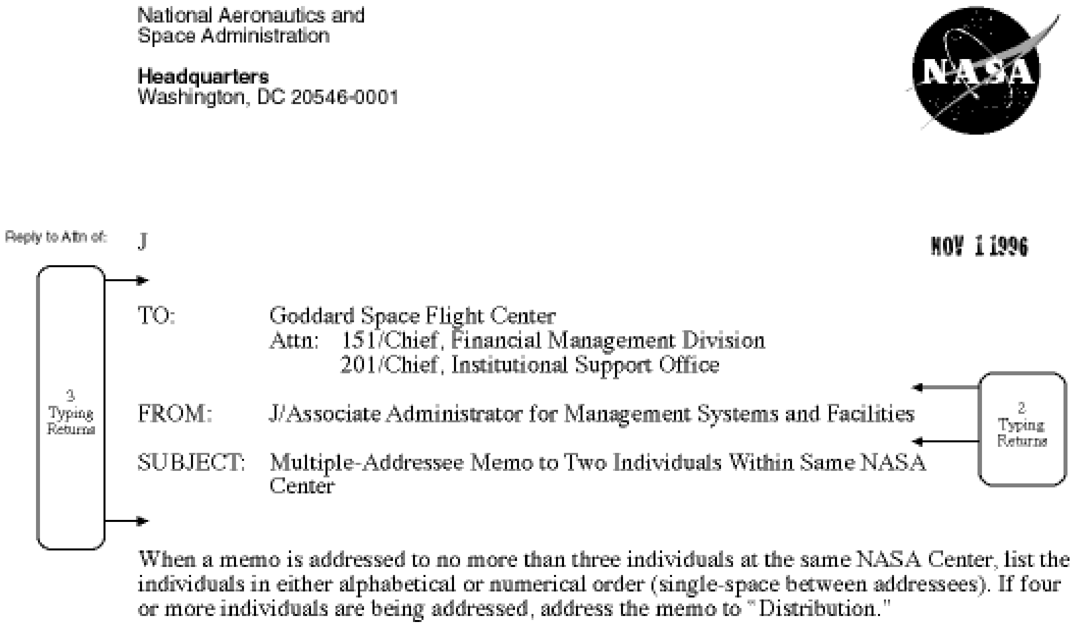
Lyndon B. Johnson Space Center
Attn: AA/Director

FROM: J/Associate Administrator for Management Systems and Facilities

SUBJECT: Multiple-Addressee Memo to Individuals at More Than One NASA Center

When a memo is addressed to individuals at more than one NASA Center, list the Centers in alphabetical order by Center (double-space between each Center).

Figure 4–11
Multiple-Addressee Memo to More Than One NASA Center



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: J

NOV 1 1996

3
Typing
Returns

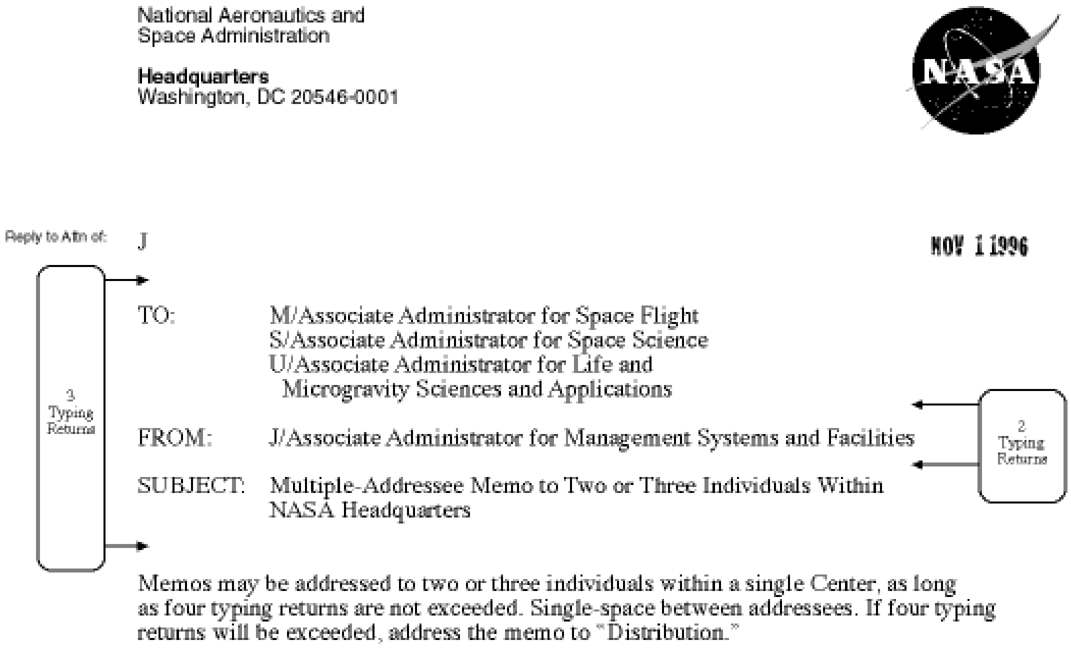
TO: Goddard Space Flight Center
Attn: 151/Chief, Financial Management Division
201/Chief, Institutional Support Office

FROM: J/Associate Administrator for Management Systems and Facilities

SUBJECT: Multiple-Addressee Memo to Two Individuals Within Same NASA Center

When a memo is addressed to no more than three individuals at the same NASA Center, list the individuals in either alphabetical or numerical order (single-space between addressees). If four or more individuals are being addressed, address the memo to "Distribution."

Figure 4–12
Multiple-Addressee Memo to Two Individuals Within a NASA Center



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

Reply to Attn of: J

NOV 1 1996

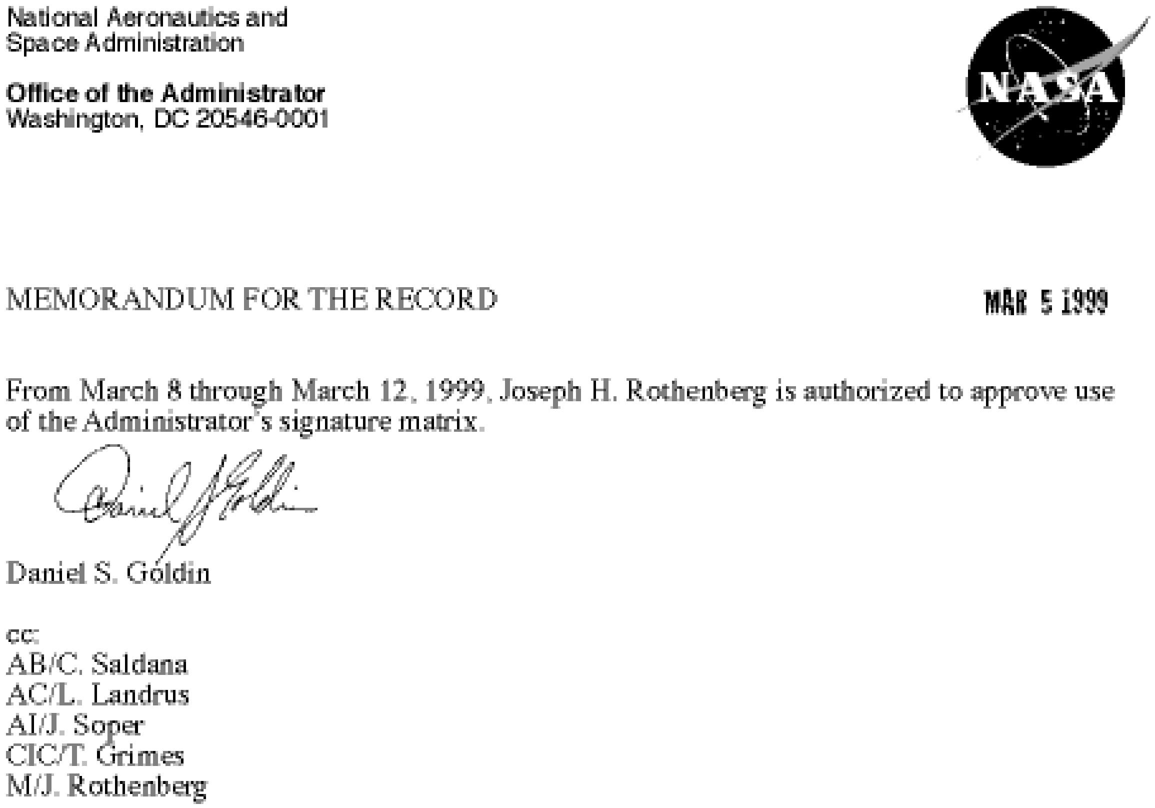
TO: M/Associate Administrator for Space Flight
S/Associate Administrator for Space Science
U/Associate Administrator for Life and
Microgravity Sciences and Applications

FROM: J/Associate Administrator for Management Systems and Facilities

SUBJECT: Multiple-Addressee Memo to Two or Three Individuals Within NASA Headquarters

Memos may be addressed to two or three individuals within a single Center, as long as four typing returns are not exceeded. Single-space between addressees. If four typing returns will be exceeded, address the memo to "Distribution."

Figure 4–13
Multiple-Addressee Memo to Two or Three Individuals Within a Single NASA Center



National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001

MEMORANDUM FOR THE RECORD

MAR 5 1999

From March 8 through March 12, 1999, Joseph H. Rothenberg is authorized to approve use of the Administrator's signature matrix.

Daniel S. Goldin

cc:
AB/C. Saldana
AC/L. Landrus
AI/J. Soper
CIC/T. Grimes
M/J. Rothenberg

Figure 4-14
Memorandum For The Record

CHAPTER 5: INFORMATION COMMUNICATIONS

5.1 GENERAL. Type or legibly handwrite and proofread information communications. Use one of the techniques outlined in this chapter.

5.2 ROUTING SLIP

5.2.1. **Use NASA Form 26, NASA Routing Slip**. Use NASA Form 26 to direct correspondence or other documents to one or more addressees within NASA (see Figure 5-1).

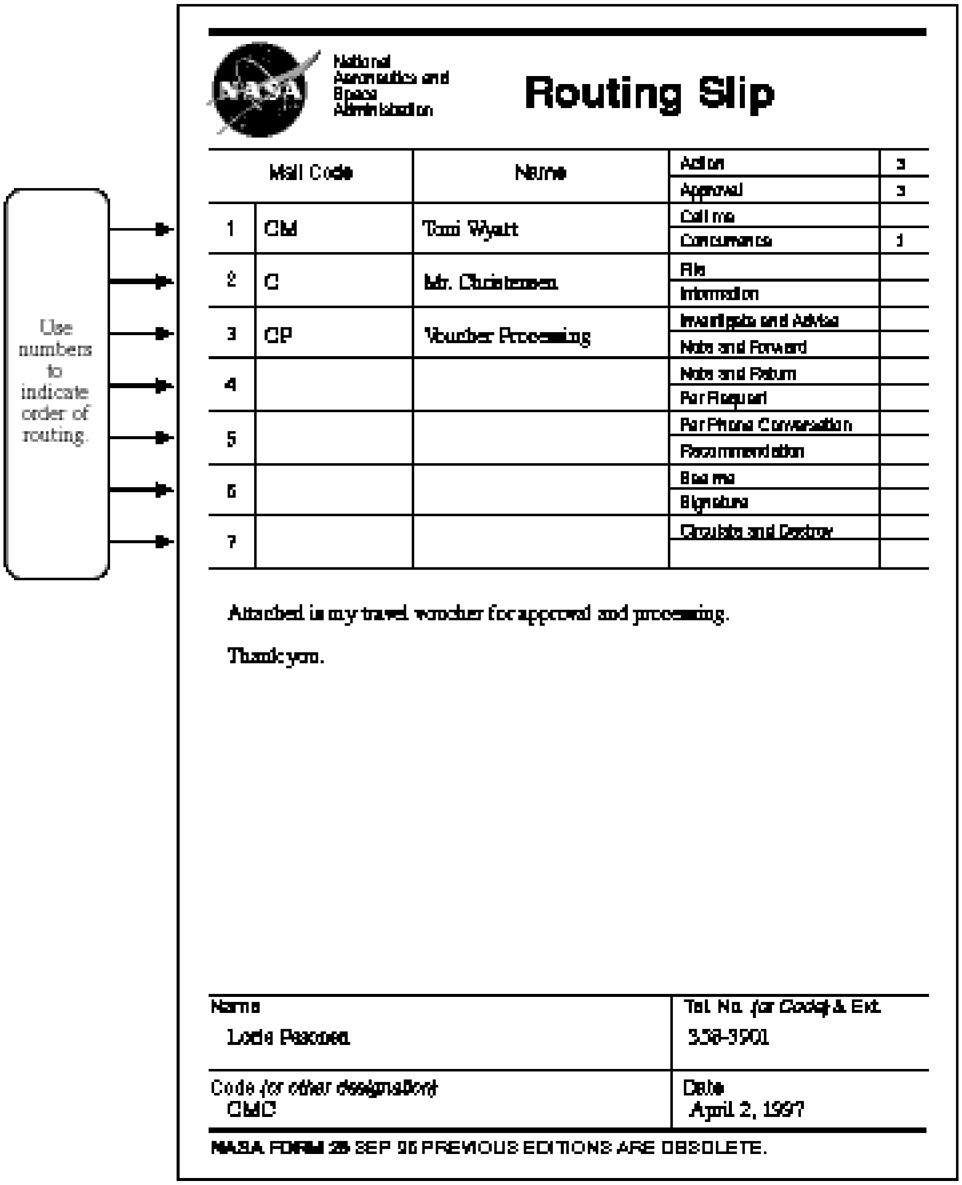
a. Brief, informal comments may be made on the routing slip, but DO NOT use the Routing Slip for recording approvals, nonapprovals, or concurrences pertaining to attached documentation. Figure 5-1 illustrates three methods for using the Routing Slip: 1) routing a document to an individual; 2) routing to an individual with information copies to other individuals; and 3) routing to several officials in a specific order, with indicators of the purposes for routing to each.

b. Number the block to the left of the addressee's name to agree with the number of the action requested from items listed. A recipient may add addressee(s) to the slip.

The NASA Form 26 is often referred to as the green buck slip. If produced from an electronic form, however, it may be printed on plain bond paper.

5.3 MEMORANDUM OF CALL. Use Standard Form 63, Memorandum of Call, to inform office personnel of a telephone call or a visitor. See Figure 5-2. Accurately record the caller's or visitor's name. When in doubt, ask for the proper spelling of the name. Obtain the origin of the call, the telephone number (including the area code), and the nature of the call to facilitate the return of the call. Always indicate the date and time of the call.

5.4 EXECUTIVE MESSAGE RECORDING PAD. Use the Executive Message Recording Pad to document official telephone conversations when necessary. This form is designed to retain a carbon copy of all the pertinent information that is recorded. It can be ordered on GSFC Form 20-7A by referencing NSN 7510-01-357-6830. See Figure 5-3.



Use numbers to indicate order of routing.

National Aeronautics and Space Administration

Routing Slip

Mail Code		Name	Action	3
			Approval	3
1	CM	Toni Wyatt	Call me	
			Concurrence	1
2	C	Mr. Christensen	File	
			Information	
3	CP	Voucher Processing	Investigate and Advise	
			Note and Forward	
4			Note and Return	
			Per Request	
5			Per Phone Conversation	
			Recommendation	
6			See me	
			Signature	
7			Circulate and Destroy	

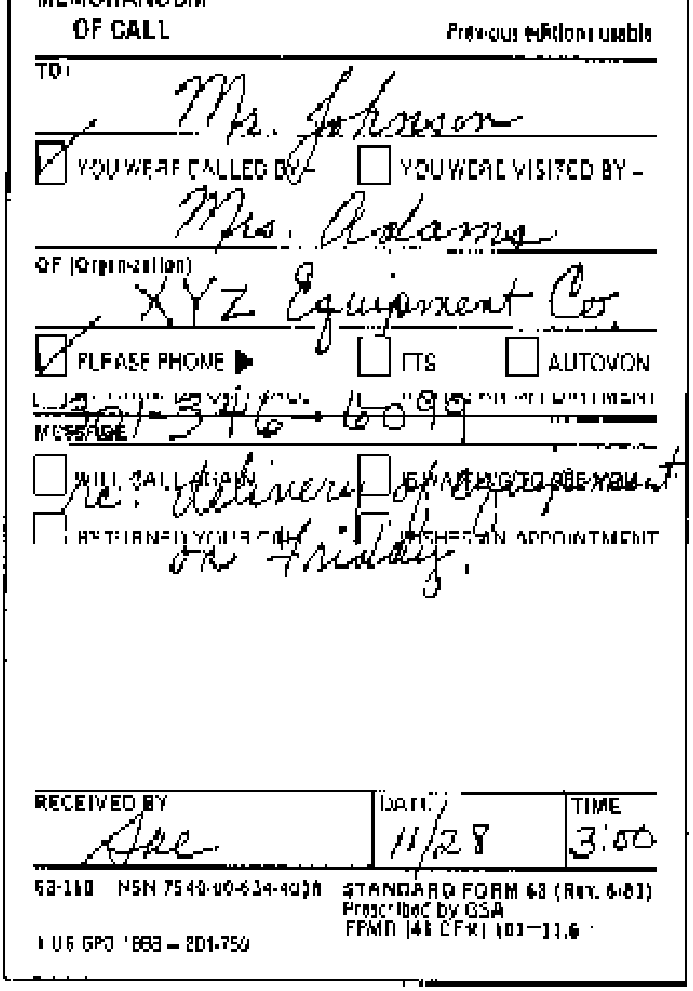
Attached is my travel voucher for approval and processing.

Thank you.

Name Lorie Pascoen	Tel. No. *(or Code)* & Ext. 358-3901
Code *(or other designation)* CMC	Date April 2, 1997

NASA FORM 26 SEP 96 PREVIOUS EDITIONS ARE OBSOLETE.

Figure 5–1
NASA Form 26
Routing Slip



OF CALL

Previous edition usable

TO:
Mr. Johnson

☑ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

Mrs. Adams

OF (Organization)
XYZ Equipment Co.

☑ PLEASE PHONE ▶ ☐ FTS ☐ AUTOVON

301-346-6099

MESSAGE

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

re: delivery of equipment on Friday.

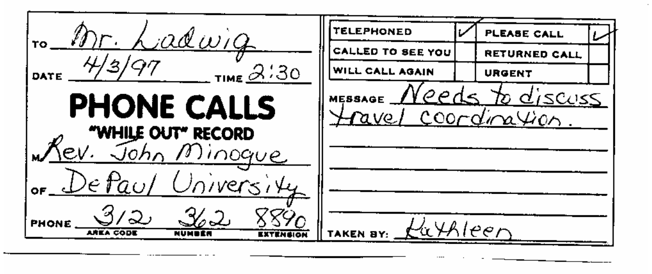
RECEIVED BY	DATE	TIME
	11/28	3:00

63-110 NSN 7540-00-634-4018

STANDARD FORM 63 (Rev. 8-81)
Prescribed by GSA
FPMR (41 CFR) 101–11.6

U S GPO '888 — 201-750

Figure 5-2
Standard Form 63
Memorandum of Call



TO Mr. Ladwig

DATE 4/3/97 TIME 2:30

PHONE CALLS

"WHILE OUT" RECORD

M Rev. John Minogue

OF DePaul University

PHONE 3/2 362 8890

AREA CODE NUMBER EXTENSION

TELEPHONED	✓	PLEASE CALL	✓
CALLED TO SEE YOU		RETURNED CALL	
WILL CALL AGAIN		URGENT	

MESSAGE Needs to discuss travel coordination.

TAKEN BY: Kathleen

Figure 5-3
NSN 7510-01-357-6830
Executive Message Recording Pad

CHAPTER 6: ELECTRONIC COMMUNICATIONS

6.1 GENERAL

Electronic communications, where available, are designed to send information quickly, easily, and with the least amount of effort to one or more addressee(s). Follow the tips from the Gregg Reference Manual, Ninth Edition, page 514, section 1708.

6.1.1. **Keep messages short.** Hold the overall length to 25 lines (the number of lines that will fit on one screen). Limit each line to a maximum of 80 characters.

6.1.2. **One subject**. Restrict each message to one subject. It is better to send two separate messages than to cover several topics in one message.

6.1.3. **Subject line**. Provide a subject line for each message. A subject line helps the recipient of many messages to screen them quickly to determine which require the most prompt action.

6.1.4. **Do not use all capital letters in your messages.** Follow the standard rules of capitalization. Generally, capitalizing all letters implies that the writer is shouting at the reader.

6.2 ELECTRONIC MAIL COMMUNICATIONS

6.2.1. E-mail is an alternative communications tool to facilitate Government business.

6.2.2. EUDORA PRO is the NASA Headquarters electronic service (e-mail) and is one of three approved clients for the Agency. Each NASA Center has a postmaster who is responsible for the effective use of the e-mail system and for coordinating with the postmasters at the other NASA Centers. In addition, some NASA Centers and individual organizations may have local e-mail systems.

6.2.3. E-mail systems are not secure. Never use them to transmit classified information even if it is encrypted. However, sensitive, but unclassified, information may be sent using e-mail if it is encrypted.

6.2.4. Follow the standards, writing styles, and formatting as stated in this NPR when e-mail is purposely selected as the alternative for sending an official NASA memo and when e-mail is used as the communications tool for disseminating other NASA information; e.g., special notices and press releases.

6.2.5. Personalized signature blocks should reflect official business information; e.g., sender’s name, title, organization, telephone and fax numbers.

6.2.6. Follow Management Bulletin: 97:01, Guidance for Determining Retention of E-mail (E-mail Documents that are Federal Records), to properly manage the creation and retention of documents and messages, both record and nonrecord, that were created or transmitted using e-mail.

See the Information Systems Directorate Web Page on guidelines for e-mail retention, size, etc., at http://www4.jsc.nasa.gov/org/GA/support/email.html.

6.3 FACSIMILE (FAX)

6.3.1. **Facsimile Usage.** Use facsimile transmissions to transmit official business when there is not enough time to send documents through other mail services. Since faxing costs much more than ordinary mail services, fax only when necessary. Faxes must be followed up by sending the original correspondence for official record purposes. Classified information may be faxed only from secure fax systems located at the Center's Security Office and some communications centers. Consideration may be given to using these secure systems to fax sensitive but unclassified information.

6.3.2. **Lead Sheet for Fax Transmission**. Use NASA Form 1120, Facsimile Transmission, as the first page of transmissions outside NASA. Show both the sending and receiving Center's name in the "TO:" and "FROM:" lines. In addition to the names of the person(s) addressed and the telephone numbers, show both the sending and receiving fax numbers, voice numbers, and office mail codes. The sender may provide additional information concerning the message in the "TO:" section of the form. The office of primary responsibility for the transmission keeps the official file copy.

6.3.3. **Page Size**. Pages to be transmitted may be 8 1/2 by 11 inches to 8 1/2 by 16 1/2 inches.

6.3.4. **Multiple Addressees**. Fax machines are located in most NASA offices and are very efficient for sending time-critical information to one or more addressees. Every NASA Center has a Communications Center that has the capability of sending documents to multiple addressees simultaneously at a high speed.

6.3.5. **Approval Required**. Transmissions of more than 50 pages require the signature of a Branch Chief or higher-level official and full justification in the body of the form.

6.4 TELEX (TELEPRINTER EXCHANGE)

6.4.1. NASA Headquarters and every NASA Center have a message center and the capability to send both domestic and worldwide telex messages.

6.4.1.1. A telex is more costly and slower than a fax transmission.

6.4.1.2. Use telex only when faxes or other means of communications are unavailable or impractical, e.g., when transmitting to the states of the former Soviet Union.

6.5 NASA COMMUNICATIONS NETWORK (NASCOM) MESSAGES

6.5.1. The NASCOM provides operational communications in support of NASA projects and program activities. The NASCOM interconnects such facilities as NASA foreign and domestic tracking, telemetry, and command control stations; launch areas; test sites; and mission and network control centers. The NASCOM network is an unclassified network; NO CLASSIFIED TRANSMISSIONS ARE AUTHORIZED. NASCOM should only be used for the transmission of mission- and nonmission-message traffic that falls within the scope outlined above. NASCOM message traffic can be readily identified by the use of unique four-character routing indicators, e.g., GNHQ equates to NASA Headquarters.

6.5.2. Contact your Center's message center for information on formats and use of NASCOM.

The JSC point of contact for NASCOM is Mr. Joseph Aquino, extension 34033.

6.6 OTHER TYPES OF COMMUNICATIONS SERVICES

6.6.1. Many Center message centers provide additional types of electronic communications services. Each Center should make its users aware of which services are provided. Some of these services are as follows:

6.6.1.1. **Priority Letter**. Laser-printed priority letters are delivered within 2 business days in the United States.

6.6.1.2. **Telegram**. Telegrams are delivered by telephone or printed copy in a few hours to any location within the United States (except Hawaii) and to Canada.

6.6.1.3. **Cablegram**. Cablegrams are delivered overnight by printed copy to Hawaii and overseas locations. Send a cablegram to communicate with someone overseas who does not have a fax or telex.

6.6.1.4. **Mailgram**. Mailgrams are overnight letters you can send to anyone in the United States, Puerto Rico, and Canada and are delivered with the next day’s mail. Consult with your Center’s Mail Manager for the availability of this type of service.

CHAPTER 7: ENVELOPES AND MAILING

7.1 GENERAL

Refer to JMI 1450.1, "Incoming Mail Handling, Suspense Control, and Special Handling of White House, Congressional, and Foreign National Correspondence."
Refer to JSC 26809, "JSC Mail Services Guide."

7.1.1. This chapter explains how to address letter-sized envelopes and other mailers for **unclassified correspondence** as depicted in Figure 7-1.

7.1.2. Use only Government-approved envelopes and mailers. All official Government mail must be placed in approved mailers, and all outgoing mail must be processed by a NASA Mail Center.

7.1.3. Never place official Government mail in U.S. Postal Service (USPS) deposit boxes nor take to USPS Centers.

7.1.4. Consult with your Center's Mail Manager to obtain information for bulk or mass mailings and use of the NASA mailing permit indicia.

7.1.5. Consult with your Center's Mail Manager or mail handbook about types, costs, and restrictions for special mail services, including registered, certified, and express and expedited mailing or shipping requirements, bulk and mass mailings, and messenger services.

7.2 ENVELOPES

7.2.1. Use NASA-printed envelopes (see Figure 7-1) to send official mail through the USPS and to other NASA Centers.

7.2.2. Use preprinted NASA mailing labels on plain business and flat-sized envelopes and other mailers.

7.2.3. Use the smallest-sized envelope necessary to reduce postage costs.

a. Letter-sized envelopes (4 1/8 x 9 ½ inches). Fold from one to five pages of correspondence to a .25-inch maximum thickness.

b. Flat-sized envelopes. Flat envelopes are rectangular in shape and exceed one or more of the maximum dimensions for letter-sized envelopes but do not exceed 15 inches in length, 12 inches in height, or .75 inches in thickness. The NASA standard flat-sized envelopes are brown 9 ½ x 12 inches and brown 10 x 15 inches. Use flat-sized envelopes for communications that cannot be folded or, if folded, will exceed the .25-inch maximum width permitted for letter-sized envelopes.

7.2.4. Do not use any other envelopes or mailers other than those described in 7.2.3.a. and 7.2.3.b. above). Consult with your Center's Mail Manager before planning to use any other envelope or mailer to ensure it complies with NASA policy and USPS restrictions.

7.2.5. Do not use window envelopes to mail general correspondence. Window envelopes cannot be used to mail material that–

a. contains national security information,

b. is highly confidential to NASA or the addressee,

c. is being sent registered mail via the USPS,

d. is being sent to international addresses, or

e. is being sent to high-level officials in the Government or private sector.

7.2.6. Do not use staples to secure any size mailer, including padded mailers.

7.3 ADDRESS INFORMATION AND PLACEMENT

7.3.1. Addresses must include, at a minimum, the five-digit ZIP Code and, when available, ZIP Code + four digits.

The USPS Zip Code searchable database is located at http://www.framed.usps.com/ncsc/lookups/lookup_zip+4.html.

7.3.2. **Address Placement** (see Figure 7-1).

Refer to JSC 26809, "JSC Mail Services Guide," Exhibit 2.

a. Place the address information on standard letter-sized envelopes within the automatic machine reading zone.

b. Affix NASA mailing labels on flat-sized envelopes, using Figure 7-1 as a guide.

7.3.3. Type, stamp, or machine-print the address. Avoid script or other fancy font styles.

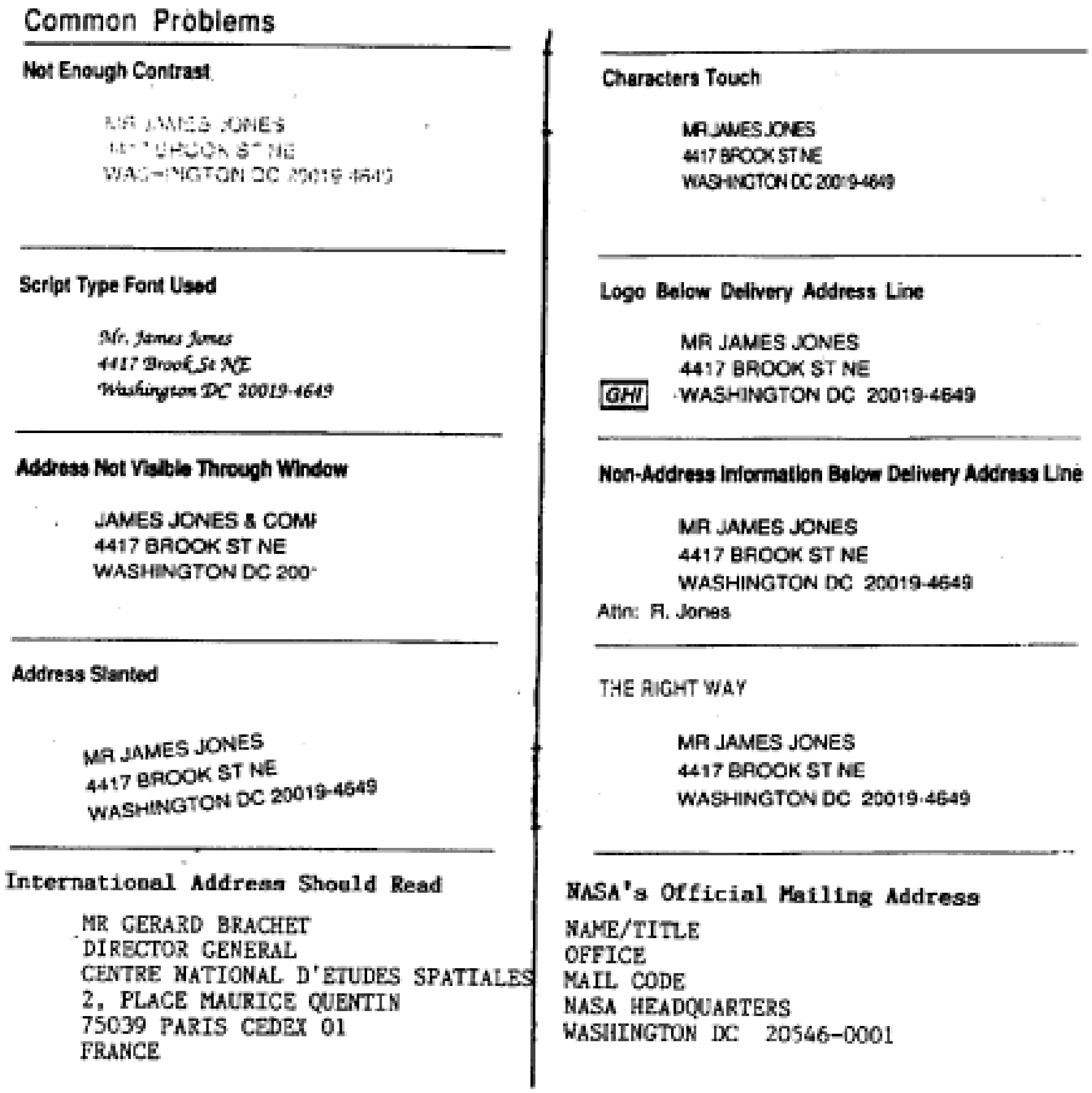
7.3.4. Use all uppercase letters. Do not use punctuation (except the hyphens in the mail code and the nine-digit ZIP Code). The USPS prefers this format. However, the USPS optical character reader will interpret traditional styles of addresses (upper and lowercase letters with punctuation).

7.3.5. Use only the approved two-letter State abbreviations (as shown in Figure 7-2) in letters wherever a State is part of a mailing address. Do not use these abbreviations in the body of the correspondence.

7.3.6. **International Destinations**. Place the name of the country on the last line in all capital letters.

7.3.7. The mail stop or mail code of the originating office must be placed in the top left corner of the envelope or mailing label. This is a mandatory requirement and is used to identify items returned for nondelivery. The letter "A" must be placed in the top left corner of the envelope or mailing label as the return mail code for packages signed or originated by the Administrator or Associate Deputy Administrator.

7.3.8. Avoid attention lines. If one is necessary, placement must be on the first line of the address information.



Common Problems

Not Enough Contrast

MR JAMES JONES
4417 BROOK ST NE
WASHINGTON DC 20019-4649

Script Type Font Used

Mr. James Jones
4417 Brook St NE
Washington DC 20019-4649

Address Not Visible Through Window

JAMES JONES & COM
4417 BROOK ST NE
WASHINGTON DC 200

Address Slanted

MR JAMES JONES
4417 BROOK ST NE
WASHINGTON DC 20019-4649

International Address Should Read

MR GERARD BRACHET
DIRECTOR GENERAL
CENTRE NATIONAL D'ETUDES SPATIALES
2, PLACE MAURICE QUENTIN
75039 PARIS CEDEX 01
FRANCE

Characters Touch

MR JAMES JONES
4417 BROOK ST NE
WASHINGTON DC 20019-4649

Logo Below Delivery Address Line

MR JAMES JONES
4417 BROOK ST NE
GHI WASHINGTON DC 20019-4649

Non-Address Information Below Delivery Address Line

MR JAMES JONES
4417 BROOK ST NE
WASHINGTON DC 20019-4649
Attn: R. Jones

THE RIGHT WAY

MR JAMES JONES
4417 BROOK ST NE
WASHINGTON DC 20019-4649

NASA's Official Mailing Address

NAME/TITLE
OFFICE
MAIL CODE
NASA HEADQUARTERS
WASHINGTON DC 20546-0001

Figure 7–1
The Perfect Address Needs Perfect Placement

7.3.9. The address information must be in proper sequence. Address information must be limited to five lines or less.

Examples:

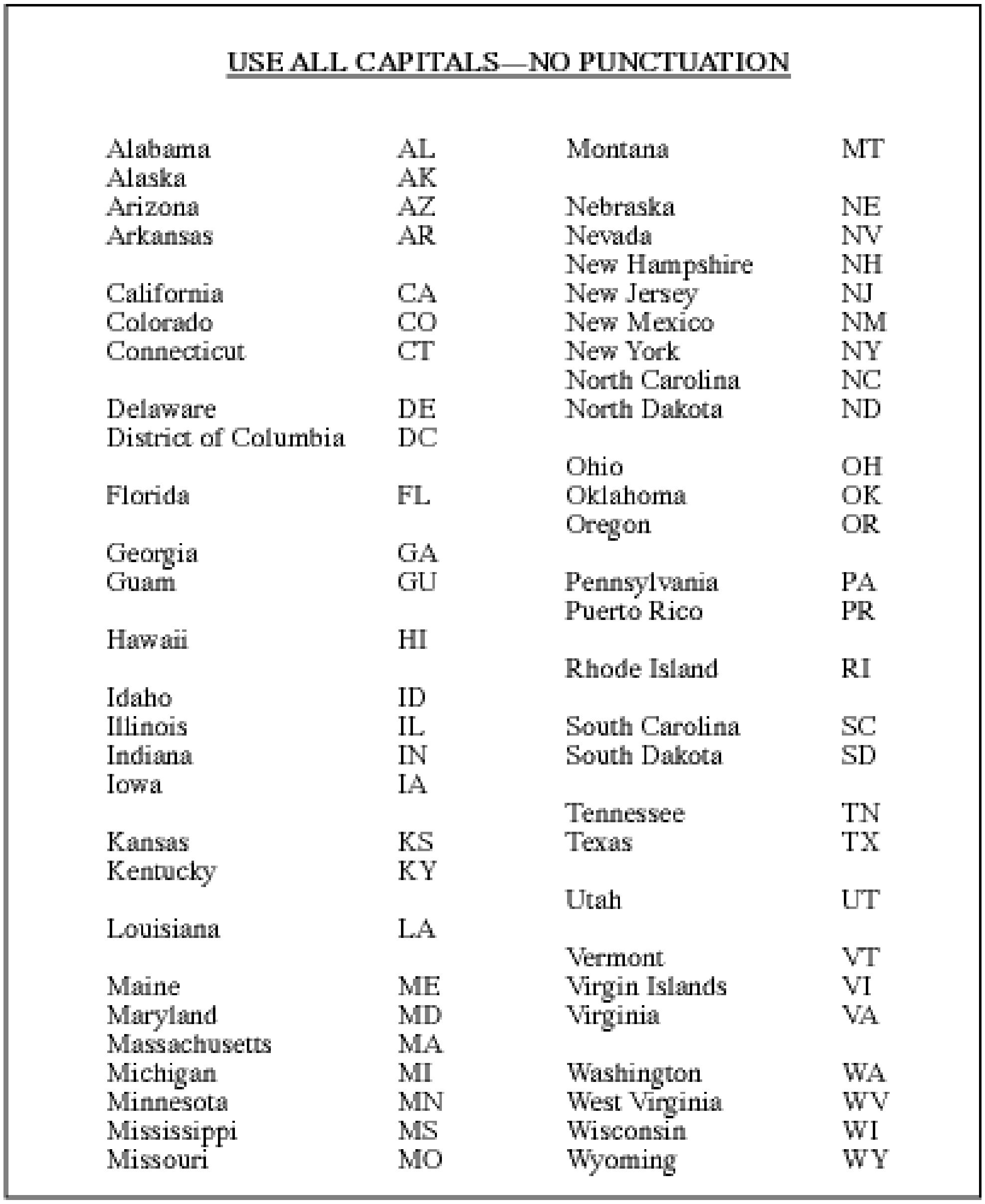
NASA
DR HENRY MCDONALD
DIRECTOR
NASA AMES RESEARCH CENTER
MAIL STOP 200
MOFFETT FIELD CA 94035-1000

Industry
MR JOHN M DOE
MGR ADVANCED PROGRAMS, ASTRONAUTICS DIV
LOCKHEED MISSILES AND SPACE COMPANY INC
1111 LOCKHEED HWY
SUNNYVALE CA 94089-3504

University
DR JOHN M DOE
DEPARTMENT OF AERONAUTICS AND ASTRONAUTICS
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CAMBRIDGE MA 02139

Military
NAVAL AIR STATION
DEPARTMENT OF THE NAVY
PATUXENT RIVER MD 20670-5304

Foreign
MR THOMAS CLARK
117 RUSSELL DRIVE
LONDON WIP6HQ
ENGLAND



USE ALL CAPITALS—NO PUNCTUATION

Alabama	AL	Montana	MT
Alaska	AK		
Arizona	AZ	Nebraska	NE
Arkansas	AR	Nevada	NV
		New Hampshire	NH
California	CA	New Jersey	NJ
Colorado	CO	New Mexico	NM
Connecticut	CT	New York	NY
		North Carolina	NC
Delaware	DE	North Dakota	ND
District of Columbia	DC		
		Ohio	OH
Florida	FL	Oklahoma	OK
		Oregon	OR
Georgia	GA		
Guam	GU	Pennsylvania	PA
		Puerto Rico	PR
Hawaii	HI		
		Rhode Island	RI
Idaho	ID		
Illinois	IL	South Carolina	SC
Indiana	IN	South Dakota	SD
Iowa	IA		
		Tennessee	TN
Kansas	KS	Texas	TX
Kentucky	KY		
		Utah	UT
Louisiana	LA		
		Vermont	VT
Maine	ME	Virgin Islands	VI
Maryland	MD	Virginia	VA
Massachusetts	MA		
Michigan	MI	Washington	WA
Minnesota	MN	West Virginia	WV
Mississippi	MS	Wisconsin	WI
Missouri	MO	Wyoming	WY

Figure 7–2
U.S. Postal Service-Approved State and Territories Abbreviations for Addresses

CHAPTER 8: CLASSIFIED CORRESPONDENCE

8.1 SAFEGUARDS AND CONTROLS AND EQUIPMENT AND SUPPLIES

Preparation of classified correspondence must comply with JHB 1600.3, "JSC Security Manual," Chapter 3.

8.1.1. **Markings**. The drafting of classified correspondence is governed by NPD 1600.2A, NASA Security Policy. This is the primary reference for preparing, marking, and handling classified correspondence. Personnel with or without a security clearance should review NPD 1600.2A. All material requiring protection in the interest of national security must be marked appropriately to alert people of the classification level so that the material may be safeguarded.

8.1.2. **Equipment and Supplies**. To draft or reproduce classified correspondence, use only typewriters, computers, and copiers that have been specifically designated for that purpose. NASA Center Security Offices are the only organizations authorized to confirm and approve certification of equipment for these purposes.

8.1.3. **Safeguards**. When classified material is not under the direct control and supervision of an authorized person, it must be stored appropriately. Only Center-designated Security Offices are authorized to approve and designate storage containers.

8.1.3.1. Appropriate storage includes the use of safes, vaults, or alarmed rooms. Only GSA-approved safes may be used to store classified materials.

8.1.3.2. Ensure that all classified material is properly secured in an approved container prior to leaving your work area.

8.1.3.3. Not only must the document be stored in the safe, but so must related classified notes, drafts, and any typewriter ribbons and/or disks used in drafting the document.

8.1.3.4. There are special stickers to place on computer disks that contain classified materials. These stickers are available at your Center's Security Office.

8.2 FORMAT AND MARKING

8.2.1. Except for marking requirements, prepare classified correspondence in the same format as unclassified correspondence. Executive Order 12958, Classified National Security Information, requires four specific markings that are required on classified documents. Refer to Figure 8-1.

- Portion Marking
- Overall Classification
- A "Classification by" line
  - A "Declassify on" line

8.2.1.1. **Portion Marking**. The first step in preparing a classified document is for the writer to identify the classification, or lack thereof, of each component (subject, title, and paragraph) of the document. This ensures that the reader understands the classification of specific information. At the beginning of each paragraph, the writer annotates the classification as listed below and shown in Figure 8-3. Titles and subject lines are marked at the end of the sentence in a similar fashion.

(S) SECRET paragraph or portion
(C) CONFIDENTIAL paragraph or portion
(U) UNCLASSIFIED portion

8.2.1.2. **Overall Classification**. The second step is to determine the overall classification of the document. The overall classification of a document is determined by the highest classification of any paragraph in the document. For example, in a five-paragraph document, if one paragraph is classified as **SECRET**, another as **CONFIDENTIAL**, and the remainder as **UNCLASSIFIED**, the overall classification of the document is **SECRET**. Mark the overall classification clearly at both the top and bottom on each page of the document.

8.2.1.3. **Format and Location**. This overall classification must be stamped in capital letters, plainly, and conspicuously about 1/4 inch from the top and bottom of each page of the document. These overall classifications, CONFIDENTIAL, SECRET, and TOP SECRET, may be accompanied by additional information, known as caveats. Caveats are always placed below the overall classification on the top of the page and above the overall classification at the bottom of the page.

Example:

Top of the page
SECRET
NOFORN
Bottom of the page
NOFORN
SECRET

8.2.1.4. The most common caveats used in drafting classified correspondence include the following. Refer to NPG 1620, Security Procedures and Guidelines, and NPD 1620.2A, NASA Security Policy, for further information.

CNWDI	Critical Nuclear Weapons Design Information
FGI	Foreign Government Information
FRD	Foreign Restricted Data
LIMDIS	Limited Dissemination
NATO	North Atlantic Treaty Organization; Releasable to the representatives of the member nations
NOCONTRACT	Restricts access from Contractor personnel
NOFORN	Restricts access from Foreign Nationals
RD	Restricted Data
SAP	Special Access Program
WNINTEL	Warning Intelligence Sources or Methods Involved

8.2.1.5. **A “Classified by” Line**. The “Classified by” marking identifies the original classification authority, which is the originating agency or office. This line is specifically used when the originator’s name does not appear in the document, either in a “FROM” line or as the signatory of the cover letter. Place the “Classified by” marking on the bottom lower right of the front or title page. Refer to NPD 1600.2A for information on officials authorized to make classification, declassification, and downgrading decisions; procedures for declassification; and derivative classification determinations required when classified information is extracted from source documents and restated in other documents.

Example:

Classified by: Office of Space Flight

8.2.1.6. **A "Declassify on" Line.** This marking indicates the date the document will become declassified. Whenever possible, cite a specific date or event. If this is not possible, state "Originating Agency's Determination Required," which means that the information must be reviewed by the originator before any declassification action can be taken. Place this marking on the lower right of the cover page or first page of the document, below the "Classified by" marking.

Example:

Declassify on: January 1, 2010

8.2.1.7. Occasionally, the original classifier of a document can predetermine a date or event upon which it will be possible to downgrade the classification level rather than fully declassifying it. In those cases, instead of "Declassify on," mark as follows:

Example:

DOWNGRADE TO: SECRET
ON: July 1, 2010

or:

DOWNGRADE TO: CONFIDENTIAL
ON: Completion of the 1998 Trade Commission

8.2.1.8. **Page, Copy, and Series Numbering**. These marks are used to assist in page counting of SECRET and TOP SECRET documents and to ensure the ability to account for each copy of the document. These marks are applied to the upper right corner of all SECRET and TOP SECRET documents. This marking is not required for CONFIDENTIAL documents.

Example:

This Document consists
of ____ Pages.
Copy No. ____ of _____ copies
Series _________.

8.3 TRANSMISSION OF CLASSIFIED CORRESPONDENCE

8.3.1. **Transmission of Classified Correspondence** (see Figure 8-2). Classified material may be transmitted and disseminated only by approved methods. Each classification level has its own specific, approved methods. Refer to NPD 1600.2A for detailed instructions. The following are the most common transmission guidelines.

8.3.1.1. **Mailing Classified Material**. The USPS may be used to transfer Confidential and Secret material within the United States as discussed below. However, ALL classified material to be transferred outside of the United States or its territories must be approved by the cognizant Center's Security Office.

8.3.1.2. **Confidential**. Send by registered or certified mail within the United States or its territories via the USPS.

8.3.1.3. **Secret**. Send by registered mail via the USPS.

8.3.1.4. **Top Secret**. NEVER send Top Secret material through any mail system. Top Secret material may only be transferred by authorized and approved electronic means or carried by cleared couriers. All Top Secret material should be logged in and out by the Top Secret Control Officer of your Center's Security Office.

8.4 ADDRESSING CLASSIFIED CORRESPONDENCE

8.4.1. Always address classified material to an activity, not to an individual.

8.4.2. The outer envelope must include the complete destination address and your activity's complete return address.

8.4.3. Double-wrap classified material and correspondence; use two envelopes. The outside envelope must conform to the instructions detailed within this NPR. The inner envelope must have both addresses as shown on the outer envelope, plus the overall classification of the document being transferred. Mark the classification level on the front and back top, and bottom of the envelope.

8.4.4. The inner envelope must have both addresses as shown on the outer envelope, plus the overall classification of the document being transferred.

8.4.5. This classification mark will be placed on the front and back of the envelope and the top and bottom.

8.4.6. Attach a classified material receipt (NASA Form 387) to the inner envelope for the addressee to sign and return to your activity. This confirms that the addressee received the document. For specific instructions on sending Top Secret material, refer to NPD 1620.2A or contact the Center's Security Office. If receipt is not confirmed within 20 days, initiate tracer action. If this action does not confirm receipt, contact the Center's Security Office.

8.4.7. Internal to NASA Centers. When you take classified documents outside the work area, you must carry them in a sealed, opaque envelope to prevent advertising that you are carrying classified material. When you are using classified material within the work space, it should have a classified cover sheet on the document if it is outside of the container, e.g., on your desk.

8.4.8. External to NASA Centers. If you are required to hand-carry classified documents outside of a NASA Center, you must receive a briefing and a courier card from your Center's Security Office before you are approved to take classified documents offsite.

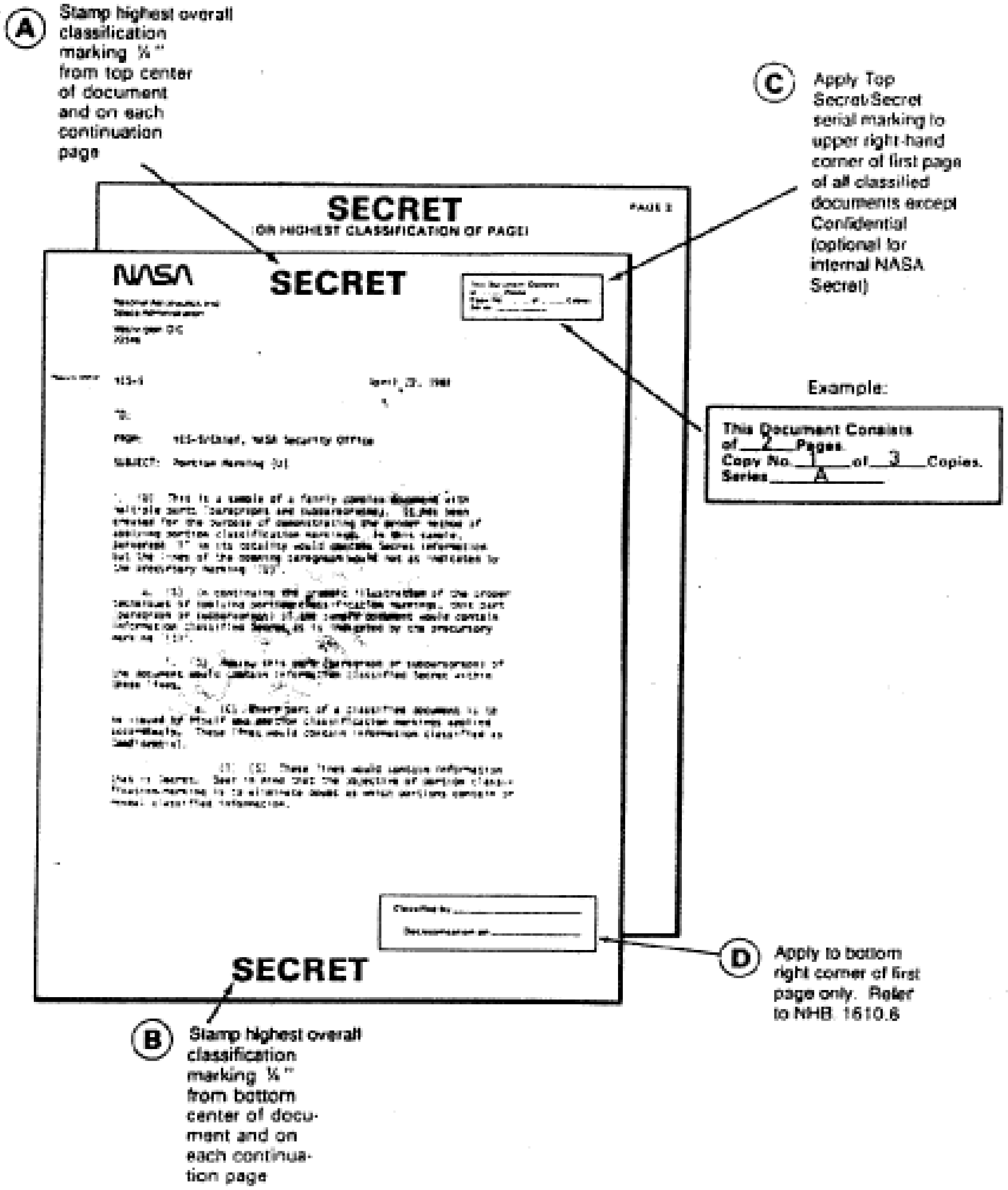

A
Stamp highest overall classification marking ¼" from top center of document and on each continuation page
SECRET
(OR HIGHEST CLASSIFICATION OF PAGE)
PAGE 2
NASA
SECRET
C
Apply Top Secret/Secret serial marking to upper right-hand corner of first page of all classified documents except Confidential (optional for internal NASA Secret)
Example:
This Document Consists of 2 Pages.
Copy No. 1 of 3 Copies.
Series A
Classified by
Declassification on
SECRET
D
Apply to bottom right corner of first page only. Refer to NHB 1610.6
B
Stamp highest overall classification marking ¼" from bottom center of document and on each continuation page

Figure 8–1
Classification Markings

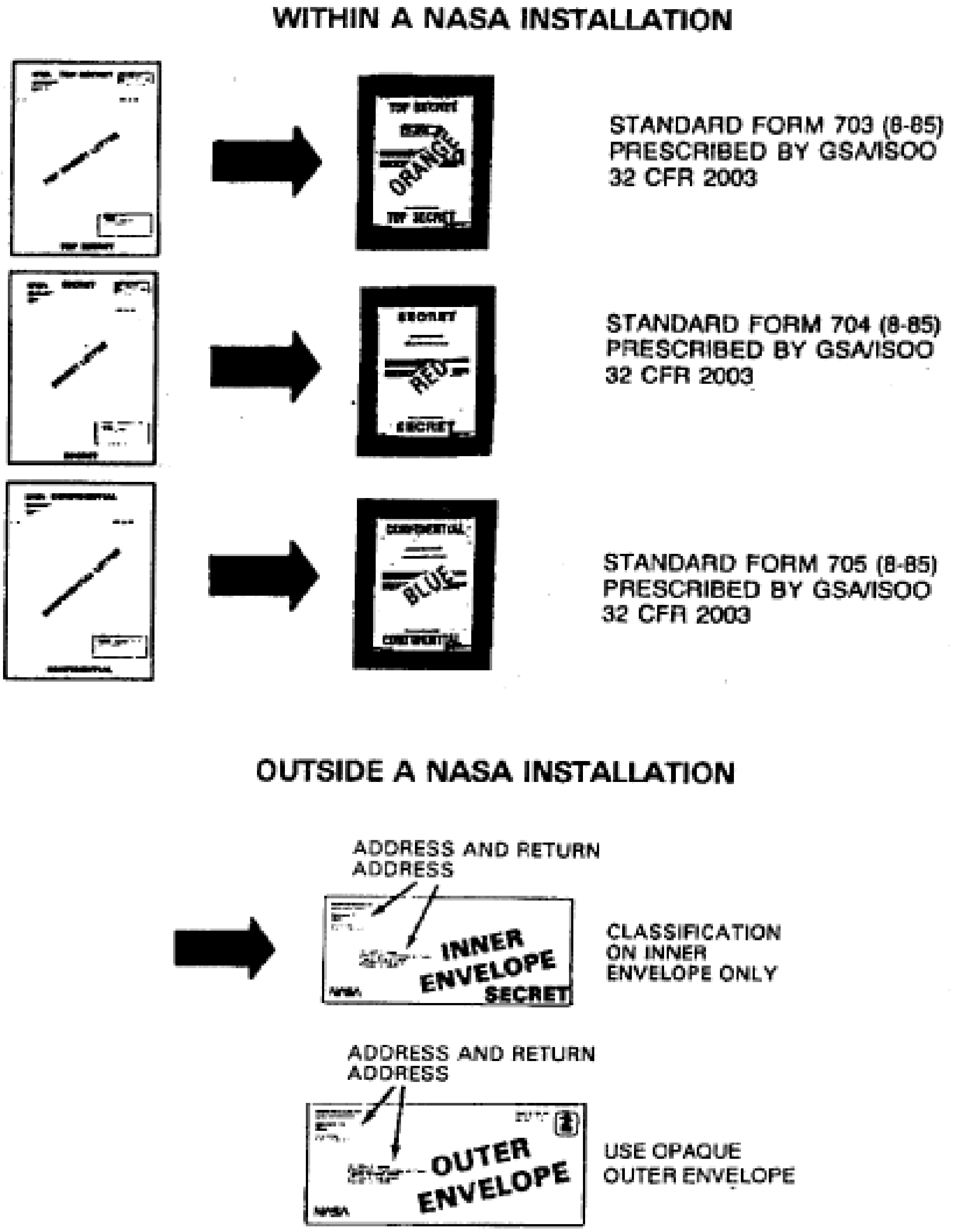

WITHIN A NASA INSTALLATION
TOP SECRET
ORANGE
TOP SECRET
STANDARD FORM 703 (8-85)
PRESCRIBED BY GSA/ISOO
32 CFR 2003
SECRET
RED
SECRET
STANDARD FORM 704 (8-85)
PRESCRIBED BY GSA/ISOO
32 CFR 2003
CONFIDENTIAL
BLUE
CONFIDENTIAL
STANDARD FORM 705 (8-85)
PRESCRIBED BY GSA/ISOO
32 CFR 2003
OUTSIDE A NASA INSTALLATION
ADDRESS AND RETURN ADDRESS
INNER ENVELOPE
NASA
SECRET
CLASSIFICATION ON INNER ENVELOPE ONLY
ADDRESS AND RETURN ADDRESS
OUTER ENVELOPE
NASA
USE OPAQUE OUTER ENVELOPE

Figure 8–2
Transmitting Classified Letters

National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

This Document Consists of_________pgs
No _____ of ______ Copies, Series ______

SECRET

Reply to Attn of: CIC

April 16, 1999

TO: Headquarters Correspondence Control Network

FROM: CIC/Chief, Headquarters Correspondence Management Office

SUBJECT: Portion Marking (U)

1. (U) This is a sample of a standard memorandum with multiple parts (paragraphs and subparagraphs). It has been created for the sole purpose of demonstrating the proper method of applying portion classification markings. In this example, the overall classification of the document is Confidential, as indicated by the markings at the top and bottom of the page. However, paragraph 1 is marked with (U) indicating that this paragraph contains only unclassified information.

a. (S) In continuing the graphic illustration of the proper techniques for applying portion markings, this subparagraph is marked with an (S) indicating that this paragraph contains Secret information.

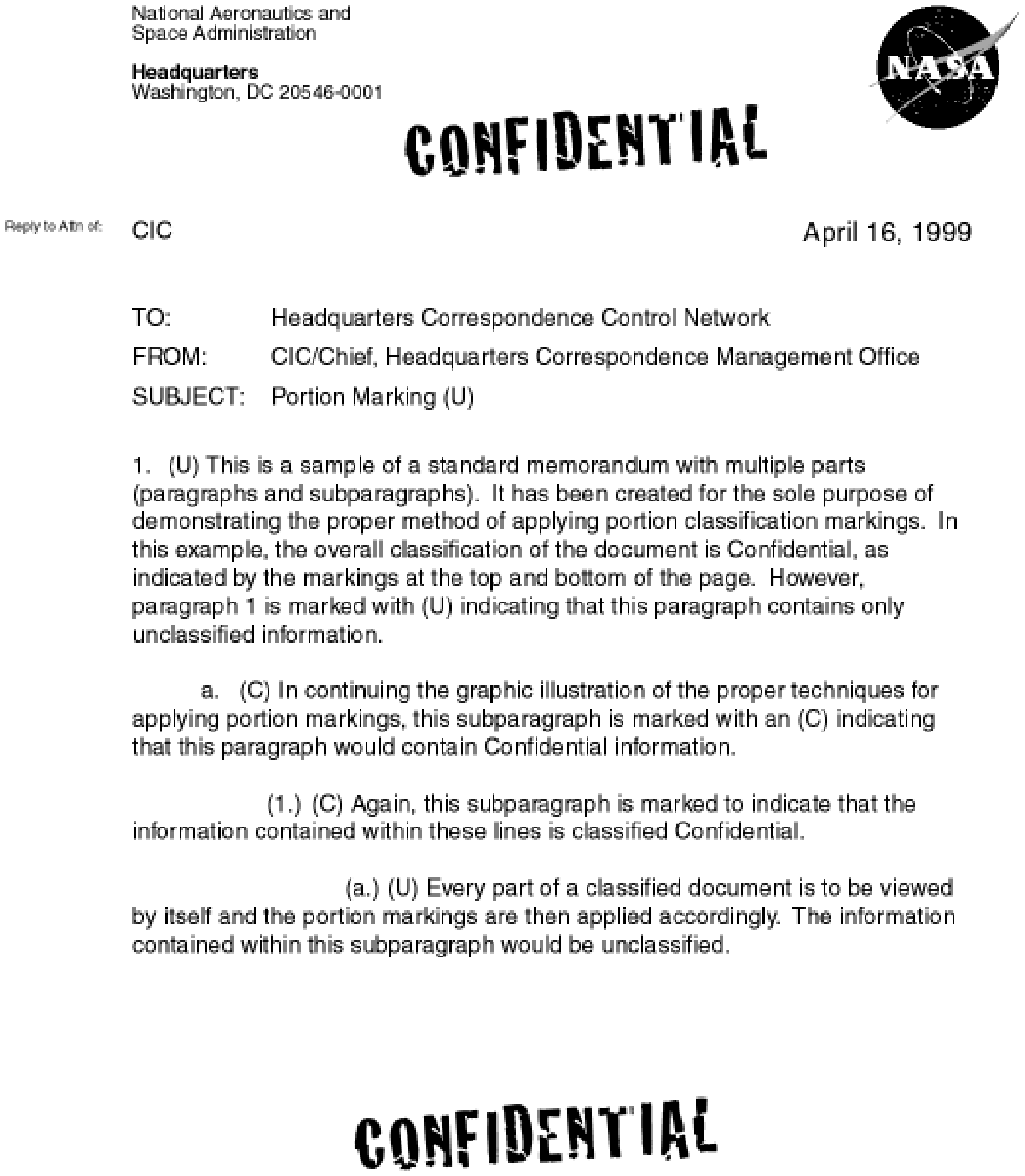
(1.) (S) Again, this subparagraph is marked to indicate that the information contained within these lines is classified Secret.

(a.) (C) Every part of a classified document is to be viewed by itself and the portion markings are then applied accordingly. The information contained within this subparagraph would be Confidential.

SECRET

Figure 8-3
Classification Markings

DECLASSIFIED
Authority: E.O. 12958
Date 7/12/99



National Aeronautics and
Space Administration

Headquarters
Washington, DC 20546-0001

CONFIDENTIAL

Reply to Attn of: CIC

April 16, 1999

TO: Headquarters Correspondence Control Network

FROM: CIC/Chief, Headquarters Correspondence Management Office

SUBJECT: Portion Marking (U)

1. (U) This is a sample of a standard memorandum with multiple parts (paragraphs and subparagraphs). It has been created for the sole purpose of demonstrating the proper method of applying portion classification markings. In this example, the overall classification of the document is Confidential, as indicated by the markings at the top and bottom of the page. However, paragraph 1 is marked with (U) indicating that this paragraph contains only unclassified information.

a. (C) In continuing the graphic illustration of the proper techniques for applying portion markings, this subparagraph is marked with an (C) indicating that this paragraph would contain Confidential information.

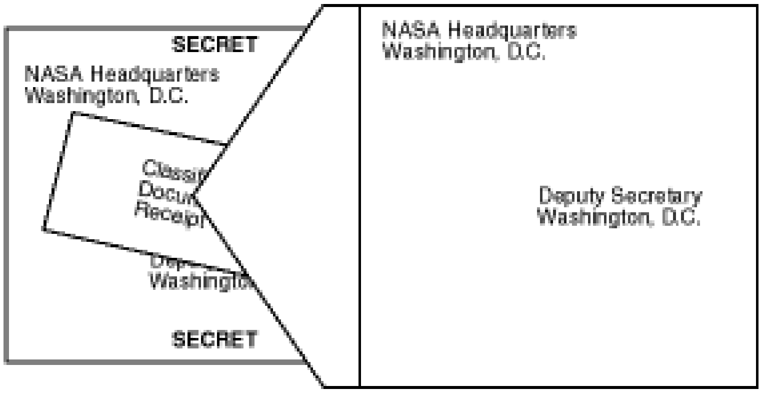
(1.) (C) Again, this subparagraph is marked to indicate that the information contained within these lines is classified Confidential.

(a.) (U) Every part of a classified document is to be viewed by itself and the portion markings are then applied accordingly. The information contained within this subparagraph would be unclassified.

CONFIDENTIAL

Figure 8-4
Classification Markings

Transmittal Wrappings


SECRET
NASA Headquarters
Washington, D.C.
Classif
Docu
Receip
Washingto
SECRET
NASA Headquarters
Washington, D.C.
Deputy Secretary
Washington, D.C.

When transmitting a classified document:

- Enclose it in two opaque, sealed envelopes or similar wrappings. Place the addresses of the sender and recipient, the overall classification, and any special markings or instructions on the inner envelope.
- Enclose or attach a "Classified Document Receipt" to the inner envelope if it contains "SECRET" or "CONFIDENTIAL" information.
- Attach a Headquarters Security Branch Label to all inner envelopes that contain classified information.
- Place the addresses of the sender and recipient on the outer envelope.
- Never place any markings on the outer envelope that might indicate that its contents are classified.
- Consult the Agency regulation or security manager for additional information, including the approved means of transmittal.

Figure 8–5
Transmittal Wrappings

APPENDIX A. ADMINISTRATOR'S CORRESPONDENCE PREPARATION AND CONTROL

See Figure 3-9A and Figure 3-9B for JSC correspondence package assembly instructions.

Signature packages prepared for Office of the Director signature should include courtesy copies for GP44 and ECCO. If responding to a suspense-controlled action, courtesy copies should be included for GP44, ECCO, and AC.

ECCO screens, controls, assigns, and distributes all correspondence addressed to or signed by officials in the Office of the Director. Each directorate, program, and project office has the following responsibilities:

- ***a. Review incoming suspense-controlled actions to ensure that the action has been assigned to the appropriate person or office.***
- ***b. Ensure that response deadlines are appropriate and are met.***
- ***d. Review signature packages to ensure that all the guidelines of this NPR and JSC Supplement have been met. This review includes ensuring concurrences are complete and the package is assembled correctly.***
- ***e. Hand-carry documents to ECCO for signature and retrieve documents when signed.***

1. Before preparing memos or letters for officials in the Office of the Administrator, study the figures in this appendix. Prepare correspondence for signature of the officials in the Office of the Administrator in a clear, direct, and concise style and confine to one page whenever possible. If additional information is essential, develop it in an enclosure.

   a. Letters. Prepare letters in the modified semiblock style, indenting paragraphs five spaces (see Appendix A, Figure A-1). Do not right-justify margins.

   b. Memos. Prepare memos in block style, following the general guidelines outlined in Chapter 4: Memorandums (see Figure A-2 of this appendix). Do not right-justify margins.

   c. Approval Memos. When requesting approval of officials in the Office of the Administrator, prepare a memo for the official's signature containing the proposed response. See Appendix A, Figure A-3.

   d. White House and Congressional Correspondence. See Appendix B, White House and Congressional Correspondence.

2. **Stationery**. Use Office of the Administrator's letterhead for preparing letters and memos for the signature of officials in the Office of the Administrator. Administrator's letterhead is available from the Headquarters Correspondence Management Office (HCMO) or from the GSFC Supply Center through designated code-specific authorizing officials (usually the lead secretary of the code).

3. **Type**. Use any font for the Administrator's correspondence that is easy to read. Suggested fonts are courier, times new roman, or arial, ranging in sizes from 10 to 12.

4. **Reply to Attn of:.** The Administrator's letterhead does not contain a "Reply to Attn of:" line. Do not show the originating office's code and mail stop on either original memos or letters.

5. **Date**. Do not date the letter or memo. Correspondence is date stamped in either the Administrator's office or HCMO.

6. **Salutation**. Appendix E lists models of addresses, including proper salutations. For addresses not listed, or if in doubt as to proper salutation or complimentary close, contact the HCMO.

7. **Complimentary Close/Signature Block on Letters**. Type the complimentary close and signature block on letters five spaces to the right of the center. See 17. Signature Blocks, of this Appendix and also Figure A-1, page A-6, of this Appendix. These examples indicate the proper complimentary close and signature blocks for officials in the Office of the Administrator.

Memos and letters which require Office of the Administrator signature must be coordinated through the Office of the Director. As they are infrequent, contact ECCO for the preferred procedures for preparation and disposition.

8. **Copies**.

   a. The HCMO requires three file copies:

      Yellow official file copy—Showing concurring initials: (NASA Form 1267) HCMO official file copy.

      White file copy—HCMO file copy (plain bond).

      White file copy (letterhead copy)—Stamped and returned to Action Office as its official file copy; action office uses this copy to reproduce and distribute "cc:'s" and "bcc:'s."

   b. Original. The HCMO will dispatch the original. Absence of an envelope indicates that the original will be mailed by the Action Office. For addressees outside NASA Headquarters, the Action Office is to include properly addressed envelopes (see paragraph 13.c. of this Appendix).

9. **Distribution of Copies**. Keep reproduction and distribution of information copies to the minimum required.

   a. Courtesy Copies ("cc:"). Type "cc:'s" on the original only when it is necessary for the recipient of the letter to know who received copies. After signature, the HCMO will return a photocopied original to the action office for distribution to "cc:'s," or if no "cc:'s" are required, this photocopy will serve as a record of the signature for the Action Office.

   b. Blind Courtesy Copies ("bcc:"). Type "bcc:'s" on file copies only. The "bcc:'s" include all concurring officials and individuals who received a copy of the incoming document. After obtaining signature, the HCMO will return a file copy to the preparing office for reproduction and internal NASA distribution.

10. **Administrator's Control Number and Suspense Date**. Show the Administrator's control number and suspense date on all file and internal information copies (bcc:'s). Do not include any of this identifying information on cc's or copies going outside NASA.

11. **Identification of Office, Writer, and Typist**.

Example:

BPM/RFJones:pld:12/12/92:4831

If rewritten or retyped:
BPM/RFJones:pld:12/12/92:4831
Rewritten:BFB/JLSmith:ofb:1/4/93:3675
Retyped:BFB/ofb:1/5/93:3675

12. **Action Document Summary (ADS)**.

   a. NHQ Form 117, Action Document Summary, summarizes important aspects of the letter or memo submitted for signature. Detailed instructions for preparing the ADS are shown in Figure A-4. The original ADS will be retained by the HCMO, and a copy will be returned to the originator.

   b. ADS guidelines:

      1). Type legibly (neat corrections are acceptable).

      2). Type on the original form or on a reproduced copy.

      3). Limit to one page. If it is necessary to use two pages, use plain bond for the second page.

      4). Write in active voice.

13. Assembly for Signature.

   a. When the letter is ready for final review and signature, assemble it as outlined below.

   b. The following mandatory supplies should be in good condition:

      1). One lavender folder (to be used only for signature packages for the Office of the Administrator).

      2). ADS, NHQ Form 117.

      3). Signature and Incoming Tab, NASA Form 422.

      4). Concurrence and Background Tab, NASA Form 423.

      5). Enclosure(s) Tab, Form 1658.

      6). Executive Correspondence Cover.

    7). Four binder clips.

c. Preaddressed envelopes (appropriate size) are included in the package to mail the original to addressees outside NASA. Address envelopes properly with office code of signer indicated in the top left corner (e.g., Codes A, AE, AI).

d. If the letter has enclosures, attach an extra set to the official file copy.

14. **Routing**. The Action Office is responsible for hand-carrying Administrator's signature packages between all offices for concurrences and, ultimately, to the HCMO. The package should not remain in any one office for more than 24 hours and should reach the HCMO prior to the suspense date.

15. **Control of Office of the Administrator's Correspondence**. The HCMO screens, controls, assigns, and distributes all correspondence addressed to or signed by officials in the Office of the Administrator. Each Headquarters Office has the following responsibilities:

a. Establishing and maintaining a control system for flow of the Office of the Administrator correspondence.

b. Reviewing incoming documents to ensure that action has been assigned to the appropriate person or office.

c. Ensuring that response deadlines are appropriate and are met.

d. Reviewing the signature package to ensure that all the guidelines of this Appendix have been met.

e. Hand-carrying documents to the HCMO for signature and dispatch.

16. **Coordination of Assigned Actions**.

a. **Reassigning Action**. If an action has been incorrectly assigned, contact the Code-specific analyst immediately to determine proper action reassignment. The action transfer can then be coordinated by the respective CCL's.

b. **Extending or Canceling Suspense Requirements**. Immediately upon receipt, review the action document to determine if the suspense date can be met. If an extension is required, telephone the HCMO or state the reasons for the extension on a routing slip (NASA Form 26) and forward to the HCMO for concurrence.

c. **Interim Reply**. Whenever a delay in responding to an incoming letter is anticipated, prepare an interim reply from the appropriate official, acknowledging receipt of the incoming letter and stating when a final reply can be expected. A new suspense date should be established. A copy of the interim reply must be furnished to the HCMO prior to the expiration of the original suspense date.

d. **Telephone Reply**. When a reply to a letter is handled by a telephone conversation, forward a routing slip (NASA Form 26) or e-mail your analyst stating the following: "Handled by telephone conversation between (NASA official) and (addressee) on (date)," then give a brief summary of the telephone conversation.

e. **Change in Designation of Signing Official**.

1). If a reply may be signed by an official outside the Administrator’s office (e.g., head of a Headquarters office), request a change of signature level in writing or by telephone from the HCMO.

2). When a reply is sent from a Headquarters office, send a “bcc” with the Administrator’s identifying control number to the HCMO. The Action Office prepares and sends all required copies.

17. **Signature Blocks**.

The following examples show the placement of signature blocks for some of the Officials in the Office of the Administrator.

Always consult the Correspondence Management Web site on the HQ Home Page at http://www.hq.nasa.gov/office/codec/codeci/mailcor/cormgt.html to see the most current listings of NASA officials and the latest edition of the HQ Directory to ascertain full names and titles before preparing correspondence and distribution lists.
Examples of Placement of Signature Blocks:

Principal	**Complimentary Close/Signature Block**
Administrator	Cordially, (insert current incumbent’s name) Administrator
Deputy Administrator	Cordially, (insert current incumbent’s name) Deputy Administrator
Associate Deputy Administrator	Cordially, (insert current incumbent’s name) Associate Deputy Administrator

Chief Engineer	Cordially, (insert current incumbent’s name) Chief Engineer
Executive Officer (to the Administrator)	Cordially, (insert current incumbent’s name) Executive Officer
Executive Officer (to the Associate Deputy Administrator)	Cordially, (insert current incumbent’s name) Executive Officer

National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001

3 or 4 Typing Returns

Reply to Attn of:

Mr. Rudolph J. Jones
President
The Jones Company
Topeka, KS 45623

FEB 17 2000

Stamp or type date after signature

3 Typing Returns

Dear Mr. Jones:

2 Typing Returns

This is an example of a personalized letter for signature of officials in the Office of the Administrator. The following instructions apply:

Administrator's letterhead must be used. Correspondence is typed single-space in a pitch that is easy to read. Do not right-justify margin. Do not double-space a short letter.

1.1/8 "

Set the left margin in line with the left edge of the NASA logo. This will allow a 1-1/8 inch margin. Type the address at the left margin three or four typing returns below "Office of the Administrator." Type the salutation three typing returns below the last line of the address. Indent at least five spaces for each new paragraph. The complimentary close and signature block should be typed to the right as shown in this figure.

1 "

Correspondence for signature of the principals in the Office of the Administrator should be one page when possible. If additional information is essential, it should be developed in an enclosure.

Correspondence signed by officials in the Office of the Administrator is dated at the time of actual signature. Include an addressed envelope suitable to the material being mailed.

2 Typing Returns

Sincerely

5 Typing Returns

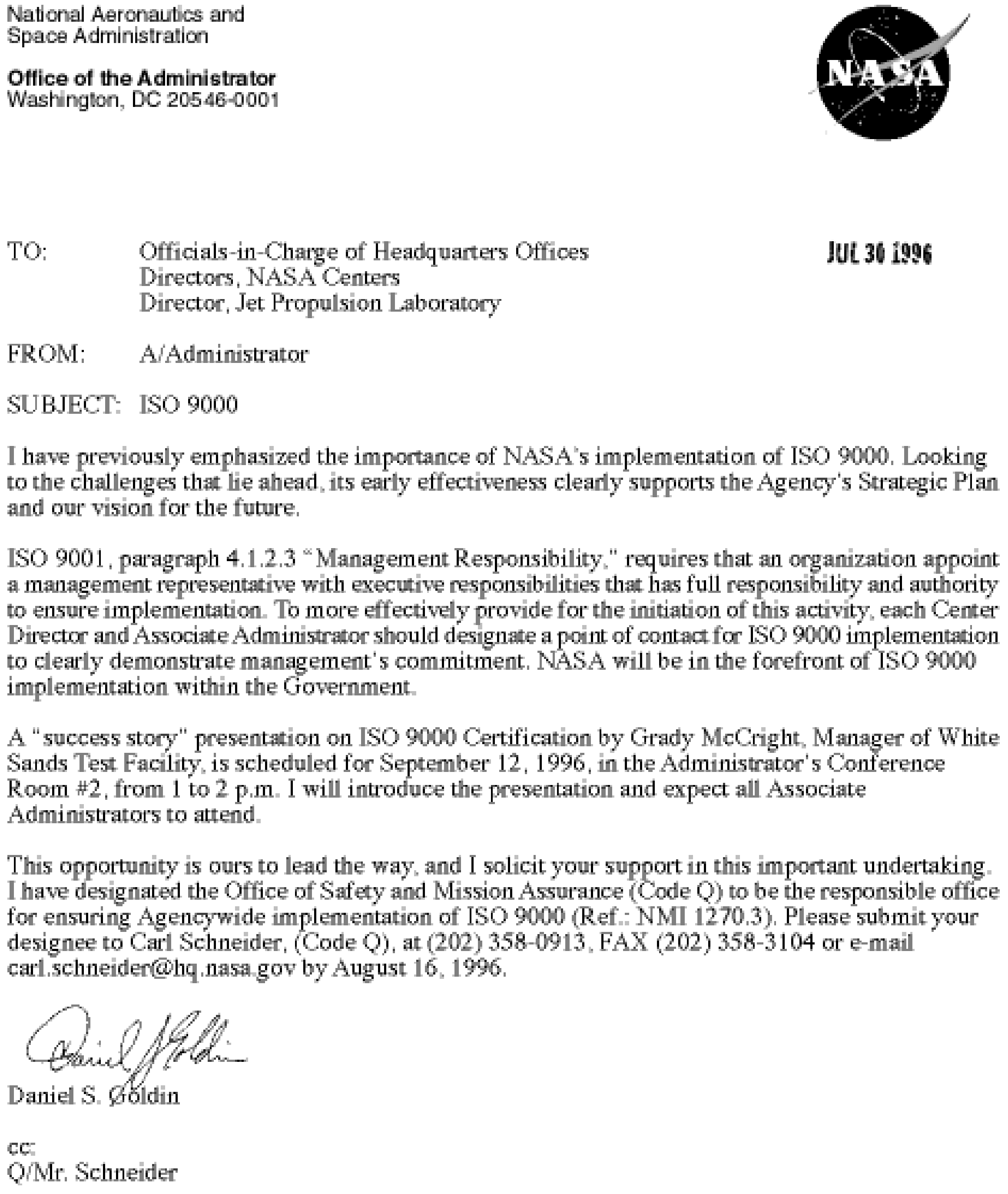
Daniel S. Goldin
Administrator

2 Typing Returns

Enclosure

1 "

Figure A–1
Administrator's Standard Letter



National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001

JUL 30 1996

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Centers
Director, Jet Propulsion Laboratory

FROM: A/Administrator

SUBJECT: ISO 9000

I have previously emphasized the importance of NASA's implementation of ISO 9000. Looking to the challenges that lie ahead, its early effectiveness clearly supports the Agency's Strategic Plan and our vision for the future.

ISO 9001, paragraph 4.1.2.3 "Management Responsibility," requires that an organization appoint a management representative with executive responsibilities that has full responsibility and authority to ensure implementation. To more effectively provide for the initiation of this activity, each Center Director and Associate Administrator should designate a point of contact for ISO 9000 implementation to clearly demonstrate management's commitment. NASA will be in the forefront of ISO 9000 implementation within the Government.

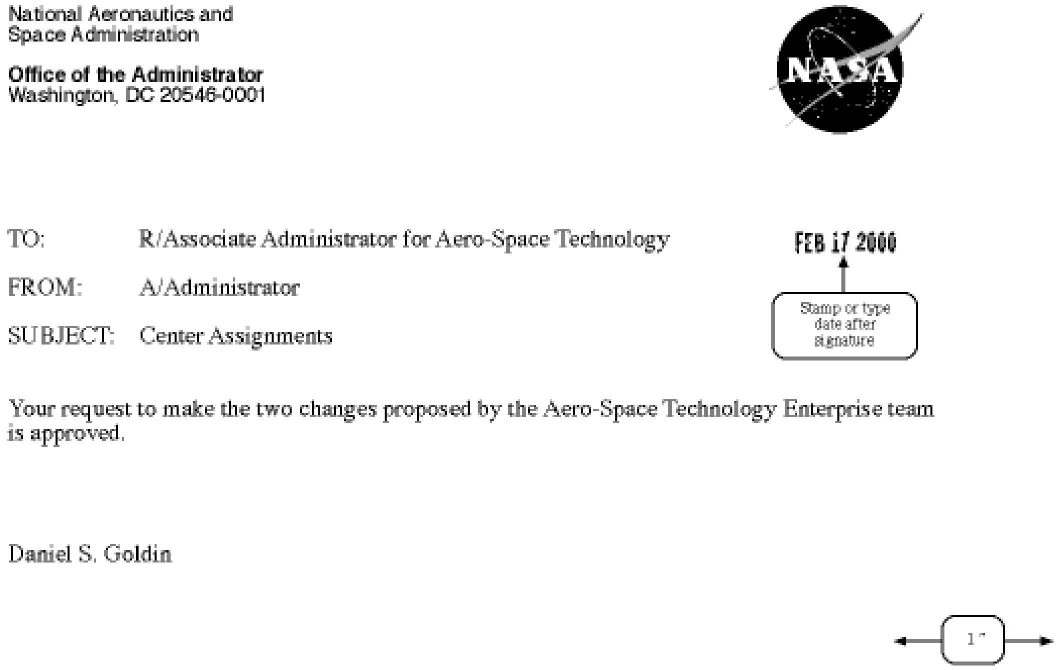
A "success story" presentation on ISO 9000 Certification by Grady McCright, Manager of White Sands Test Facility, is scheduled for September 12, 1996, in the Administrator's Conference Room #2, from 1 to 2 p.m. I will introduce the presentation and expect all Associate Administrators to attend.

This opportunity is ours to lead the way, and I solicit your support in this important undertaking. I have designated the Office of Safety and Mission Assurance (Code Q) to be the responsible office for ensuring Agencywide implementation of ISO 9000 (Ref.: NMI 1270.3). Please submit your designee to Carl Schneider, (Code Q), at (202) 358-0913, FAX (202) 358-3104 or e-mail carl.schneider@hq.nasa.gov by August 16, 1996.

Daniel S. Goldin

cc:
Q/Mr. Schneider

Figure A-2
Administrator's Standard Memo



National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001

TO: R/Associate Administrator for Aero-Space Technology

FROM: A/Administrator

SUBJECT: Center Assignments

FEB 17 2000

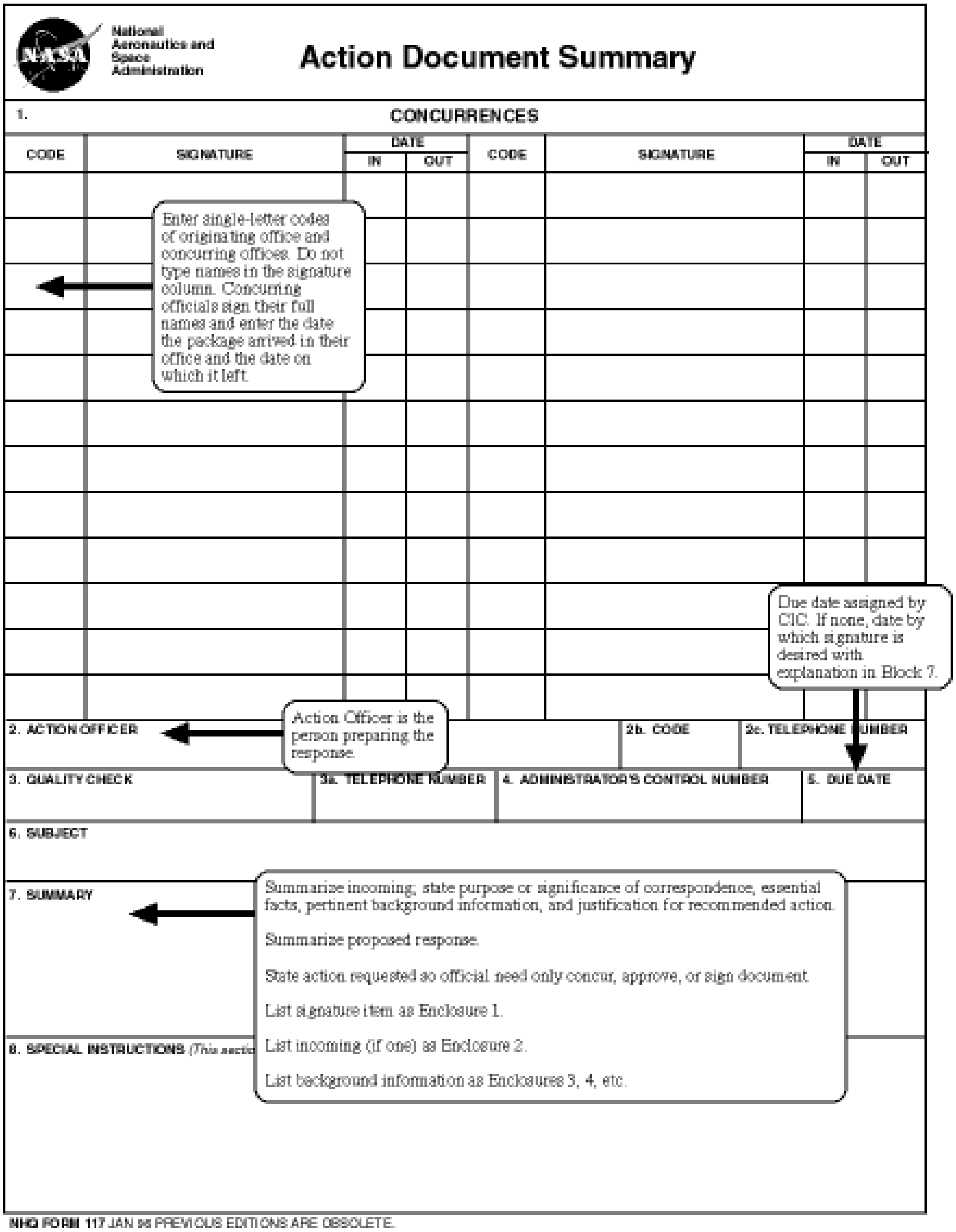
Stamp or type date after signature

Your request to make the two changes proposed by the Aero-Space Technology Enterprise team is approved.

Daniel S. Goldin

1"

Figure A-3
Administrator's Approval Memo



National Aeronautics and Space Administration

Action Document Summary

1. **CONCURRENCES**

CODE	SIGNATURE	DATE		CODE	SIGNATURE	DATE	
		IN	OUT			IN	OUT

Enter single-letter codes of originating office and concurring offices. Do not type names in the signature column. Concurring officials sign their full names and enter the date the package arrived in their office and the date on which it left.

Due date assigned by CIC. If none, date by which signature is desired with explanation in Block 7.

2. ACTION OFFICER

Action Officer is the person preparing the response.

2b. CODE

2c. TELEPHONE NUMBER

3. QUALITY CHECK

3a. TELEPHONE NUMBER

4. ADMINISTRATOR'S CONTROL NUMBER

5. DUE DATE

6. SUBJECT

7. SUMMARY

Summarize incoming; state purpose or significance of correspondence, essential facts, pertinent background information, and justification for recommended action.

Summarize proposed response.

State action requested so official need only concur, approve, or sign document.

List signature item as Enclosure 1.

List incoming (if one) as Enclosure 2.

List background information as Enclosures 3, 4, etc.

8. SPECIAL INSTRUCTIONS *(This sectio*

NHQ FORM 117 JAN 96 PREVIOUS EDITIONS ARE OBSOLETE.

Figure A–4
NHQ Form 117
Action Document Summary (ADS)

APPENDIX B. WHITE HOUSE AND CONGRESSIONAL CORRESPONDENCE

The JSC recipient of any White House or Congressional communication (including facsimile transmissions), which does not appear to have been incorporated into the suspense control system, is required to notify the Associate Director (Management). The action will then be incorporated into the control system and appropriate individuals and organizations are notified. Contact ECCO for questions regarding extensions or rerouting of suspenses.

Follow JMI 1450.5, "Incoming Mail Handling, Suspense Control, and Special Handling of White House, Congressional, and Foreign National Correspondence," when responding to White House and Congressional Correspondence. JSC requires a 3-day turnaround on these actions.

1. **White House Referral Mail**.

   a. Mail referred from the White House requires a direct reply to the writer which should begin as follows: "Thank you for your correspondence of (cite date), to President (name) concerning. . . ." If the correspondence is addressed to the First Lady or the Vice President, substitute their proper forms of address. White House correspondence must be acknowledged within 15 to 25 business days, depending on the subject, unless a different time period is indicated.

   b. White House referrals must be signed by the appropriate Associate Administrator or designee.

   c. Provide the HCMO with two copies of the signed original for appropriate processing.

2. **Congressional Correspondence**.

   a. The Office of Legislative Affairs manages correspondence from the Congress as instructed by NPG 1450.4F, Handling Congressional Correspondence and Information Concerning Congressional Activities.

See Figure B1 for guidelines on preparing draft response packages to congressional inquiries forwarded to JSC from the Office of Legislative Affairs (prepared for Headquarters signature).

See Figure B2 for guidelines on preparing responses to congressional inquiries addressed directly to personnel at JSC (prepared for JSC Center Director signature).

   b. Correspondence for signature by the Principals in the Office of the Administrator must be reviewed by the HCMO.

Congressional Responses for JSC Center Director Signature

Assemble the package as follows:

- “Original” prepared on JSC blue meatball letterhead for the Center Director’s signature
- Enclosure(s)
- Concurrence tab
- Official file copy—concurrence block marked for AC/SHG and AB/BRS
- Incoming tab
- Incoming action
- Background tab (if necessary)
- Background information
- Preparing organization copies
- Copies for GP44, ECCO, and AC—write the suspense control number in the upper right corner

Use the following format for the inside address and salutation:

To Senators:

The Honorable Phil Gramm
United States Senate
Washington, DC 20510

Dear Senator Gramm:

To Representatives:

The Honorable Ralph M. Hall
House of Representatives
Washington, DC 20515

Dear Mr. Hall:

The standard introductory sentence will read:

Thank you for your May 11, 2000, inquiry on behalf of George Henry (the constituent’s name and company, if applicable) regarding the upcoming flight of Columbia (a brief description of the concern).

The standard closing sentence will read:

We appreciate your interest in this matter and trust this will enable you to respond to Mr. Henry (the constituent’s name).

Cordially,

Jefferson D. Howell, Jr.
Director

Enclosure (if applicable)

Draft Congressional Responses for Headquarters Signature

Assemble the package as follows:

- “Original” draft—center the word “DRAFT” at the top of the document
- Enclosure(s)
- Concurrence tab
- Official file copy—concurrence blocks marked for AC/SHG, AB/BRS, and AA/JDH
- Incoming tab
- Incoming action
- Background tab (if necessary)
- Background information
- Preparing organization copies
- Copies for GP44, ECCO, and AC—write the suspense control number in the upper right corner

Use the following format for the inside address and salutation:

To Senators:

The Honorable Phil Gramm
United States Senate
Washington, DC 20510

Dear Senator Gramm:

To Representatives:

The Honorable Ralph M. Hall
House of Representatives
Washington, DC 20515

Dear Mr. Hall:

The standard introductory sentence will read:

Thank you for your May 11, 2000, inquiry on behalf of George Henry (the constituent’s name and company, if applicable) regarding the upcoming flight of Columbia (a brief description of the concern).

The standard closing sentence will read:

We appreciate your interest in this matter and trust this will enable you to respond to Mr. Henry (the constituent’s name).

Cordially,

(no name)
Enclosure (if applicable)

Figure B2

APPENDIX C. PRIVACY ACT CORRESPONDENCE

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1. **General**.

   a. Privacy Act Correspondence must be safeguarded as prescribed by NPD 1382.17E, Privacy Act—Internal NASA Direction In Furtherance of NASA Regulation.

   b. Correspondence falls within the purview of the Privacy Act if it contains any item, collection, or grouping of information about an individual, including, but not limited to, the individual's education, financial transactions, medical history, and criminal or employment history, and if it contains the individual's name or an identifying number (such as a social security number), symbol, or other identifying particular assigned to the individual, such as a fingerprint, voiceprint, or photograph. "Individual" means a citizen or permanent resident of the United States. The following documents contain Privacy Act information:

The NASA Form 1534 should protect all copies of correspondence that contain Privacy Act information, including official file copies and courtesy copies. Folders within filing cabinets should indicate that Privacy Act information is enclosed.

   SF 171, Personal Qualifications Statement
   SF 52, Request for Personnel Action
   SF 50, Notification of Personnel Action
   Financial Statements
   Pay Statements

   c. Correspondence containing any item of information as described in paragraph 2 of this Appendix, which is removed from a system of records not under the control of a system manager or an authorized representative, is to be prominently identified as a record(s) protected by the Privacy Act. Use NASA Form 1534, "The Attached Material is Subject to the Privacy Act of 1974," as a cover sheet for the correspondence. If NASA Form 1534 is unavailable, identify the records as being protected by the Act by using the wording in NASA Form 1534.

The JSC Form 589, "Management Document Cover," should protect correspondence sensitive in nature but not containing Privacy Act information (as described above) or classified information. Contractor personnel (excluding temporary secretarial personnel tasked to handle JSC documents) should not handle correspondence of this nature.

2. **Transmitting Privacy Act Correspondence**.

   a. Within NASA Center distribution channels, seal information in a single envelope or package reflecting the addressee by title and the return address, and mark it–

"TO BE OPENED BY ADDRESSEE ONLY"

Incoming correspondence so marked will be opened as prescribed by the system manager.

   b. Send information between NASA Centers in a single sealed envelope, and mark it as in subparagraph A above.

c. Send information between other Government agencies and non-Government agencies via the USPS in a sealed inner and outer envelope, reflecting the addressee by title, and mark the return address on both envelopes. Additionally, the inner envelope must be marked–

“TO BE OPENED BY ADDRESSEE ONLY”

3. **Destroying Privacy Act Correspondence**. Forward Privacy Act material to your Center’s mail center in a plain brown wrapper or burn bag for shredding or burning. Check NPR 1441.1C, Records Retention Schedules, before destroying.

APPENDIX D. FOREIGN CORRESPONDENCE

1. **General**. Due to political sensitivities and concerns regarding potential technology transfer, NASA policy requires special handling of all official correspondence to designated areas.

   a. The list of designated countries and guidelines for transmitting correspondence to the Office of External Relations for review is provided periodically in the form of a memorandum to NASA Officials-in-Charge of Headquarters Offices, Directors of NASA Centers, and Director, JPL.

   b. All correspondence to designated areas requires the concurrence of the Office of External Relations.

Refer to NPG 1371.2, Appendix A, for designated countries that require coordination through the Office of External Relations. See the Office of External Relations listing of international partners that do not require coordination to transmit correspondence. Scientist-to-Scientist correspondence may be transmitted directly between members of the various disciplines within the Free World. Contact ECCO for coordination with the Headquarters Office of External Affairs. See JMI 1450.5, "Incoming Mail Handling, Suspense Control, and Special Handling of White House, Congressional, and Foreign National Correspondence."

2. **Format**. Prepare correspondence for individuals overseas in the standard business-letter style.

3. **Address**. The country name is the official name, e.g., Federal Republic of Germany, not West Germany. The Office of External Relations can provide official country names.

4. **Avoid Jargon**. Avoid the use of U.S. jargon and acronyms, which may not be familiar to non-U.S. personnel.

5. **Coordination With Headquarters**. Transmit all correspondence with non-NASA U.S. Embassy personnel through the Office of External Relations, NASA Headquarters.

6. **Capitalization**. Capitalize the country name in the inside address. However, USPS policy requires that the name of the country be in all capital letters and appear on the last line of the address information on the envelope or mailer.

APPENDIX E. FORMS OF ADDRESSES

Remember to spell out all titles in the address except "Dr.," "Mr.," "Mrs.," and "Ms."
Refer to Figure E1 for a list of Headquarters Office Titles.

1. **General**. The forms of address in this appendix are the conventional forms of address as determined by social and official custom. Since address forms may vary in certain instances, it is important to consult the rules as they appear in the list that follows on page E-2.

2. **Titles of Addressees**.

   a. "The Honorable" is a title used to address current and former officials, e.g., Presidential appointees, Federal and State elected officials, and mayors. "Honorable" is not used by itself. "The Honorable" is not used before a last name alone. When appearing within the text of a letter or other communication, "the" is not capitalized.

   b. "The Honorable" may be replaced by a title such as "Dr." or "General," but it is not used in combination with another title.

   c. After leaving a titled position, an individual may opt to retain that distinctive title ("Judge," "General," or "The Honorable") throughout his or her lifetime.

3. **Abbreviation of Titles and Degrees**.

   a. With the exceptions of "Mr./Ms./Dr.," do not abbreviate titles preceding full names in an address. Long titles such as "Lieutenant Colonel" and "Brigadier General" may be abbreviated for the sake of balance and appearance in the address when necessary, e.g., Lt. Colonel John L. Smith. Note that the basic rank is not abbreviated. The salutation should read, "Dear Colonel Smith."

   b. Abbreviate designations of degrees, religious and fraternal orders, and military service branch titles after a name. Type the initials of a degree or order with periods but no spaces between them. Type military service designations in capital letters without periods.

   c. Do not use scholastic degrees in combination with complimentary titles of address or with military service ranks, except in the case of "The Reverend." When a name is followed by abbreviations, their sequence is as follows: religious orders first, theological degrees, academic degrees earned in course, and honorary degrees in order of the bestowal. Using more than two degrees is unnecessary.

   John Doe, D.D., D.Lit.
   Patricia Smith, M.D.
   Henry Brown, LL.D., Ph.D.
   Lt. Colonel Mary Hill, USAF
   The Reverend George Green, D.D.

4. **Spouse of Distinguished Individual**.

   a. An individual does not share a spouse's official title and, therefore, should be addressed individually by his or her own appropriate title and last name.

The American Ambassador and Mrs. Doe

   b. In cases of the titled spouse being a female, the following rule applies:

Justice Sandra Day O'Connor and Mr. O'Connor

c. Not all married women use their husband's name, especially if they use another name professionally.

Senator Dianne Feinstein and Mr. Richard Blum
The Honorable Strobe Talbott and Ms. Brooke Shearer

The forms of address listed in this appendix are the conventional forms of address as determined by social and official custom. The style of salutation and complimentary close is informal.

Addressee	**Address**	**Salutation and Complimentary Close**
THE WHITE HOUSE		
The President	The President The White House Washington, DC 20500	Dear Mr./ Madam President: Respectfully,
Spouse of the President	Mrs., Mr. (full name) The White House Washington, DC 20500	Dear Mrs./ Mr. (surname): Cordially,
Assistant to the President	The Honorable (full name) Assistant to the President Executive Office of the President Washington, DC 20500	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,
Former President	The Honorable (full name) (local address) (ZIP Code)	Dear President, Madam President (surname): Cordially,
The Vice President	The Vice President United States Senate Washington, DC 20510	Dear Mr./ Madam Vice President: Cordially,
	The Honorable (full name) The Vice President of the United States Washington, DC 20501	Dear Mr./ Madam Vice President: Cordially,
Former Vice President	The Honorable (full name) (no title) (local address) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname) Cordially,
Director, Office of Management and Budget	The Honorable (full name) Director Office of Management and Budget Executive Office of the President Washington, DC 20503	Dear Mr./ Mrs./ Miss/ Ms. (surname) Cordially,

Addressee **Address** **Salutation and Complimentary Close**

Director, Office of Science and Technology Policy	The Honorable (full name) Director Office of Science and Technology Policy Executive Office of the President Washington, DC 20500	Dear Mr./ Mrs./ Miss/ Ms (surname) Cordially,

THE FEDERAL JUDICIARY

The Chief Justice	The Chief Justice The Supreme Court of the United States Washington, DC 20543	Dear Chief Justice: Cordially,
Associate Justice	Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Justice (surname): Cordially,
The Clerk of the Supreme Court	The Clerk of the Supreme Court The Supreme Court of the United States Washington, DC 20543	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,

THE CONGRESS

President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr./ Madam President: Cordially,
President of the Senate Pro Tempore	The Honorable (full name) President Pro Tempore United States Senate Washington, DC 20510	Dear Mr./ Madam President: Cordially,
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515	Dear Mr./ Madam Speaker: Cordially,
Majority Leader or Minority Leader United States Senate	The Honorable (full name) Majority or Minority Leader United States Senate Washington, DC 20510	Dear Mr./ Madam Leader: Cordially,

Addressee	**Address**	**Salutation and Complimentary Close**
United States Senator	The Honorable (full name) United States Senate Washington, DC 20510 or The Honorable (full name) United States Senator (Congressional District office address) (City), (State) (ZIP Code)	Dear Senator (surname): Cordially,
Majority Leader or Minority Leader	The Honorable (full name) Majority or Minority Leader House of Representatives Washington, DC 20515	Dear Mr., Madam Leader: Cordially,
United States Representative	The Honorable (full name) House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname): or Dear Congresswoman (surname): Cordially,
	or The Honorable (full name) Member, U.S. House of Representatives (local address) (ZIP Code)	
Committee Chair Chairman, Chairwoman Chair	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510	Dear Mr. Chairman/ Madam Chairwoman/: Chair: Cordially,
	or The Honorable (full name) Chair Committee on (name) House of Representatives Washington, DC 20515	Dear Mr. Chairman/ Madam Chair: Cordially,
Subcommittee Chairman Chair	The Honorable (full name) Chairman, Subcommittee on (name of parent Committee) United States Senate Washington, DC 20510 or The Honorable (full name) Chair, Subcommittee on (name) (name of parent Committee) House of Representatives Washington, DC 20515	Dear Mr. Chairman/Madam Chair: Cordially,

Addressee	**Address**	**Salutation and Complimentary Close**
Joint Committee Chairman	The Honorable (full name) Chairman (Chair) Joint Committee on (name) Congress of the United States Washington, DC (ZIP Code)	Dear Mr. Chairman/ Madam Chair: Cordially,
Senator-elect	The Honorable (full name) United States Senator-elect or	Dear Senator-elect (surname): Cordially,
Representative-elect	Representative-elect (address, if known) or Care of the United States Senate or House of Representatives	Dear Congressman-elect: (surname): Cordially,
Office of a Deceased Senator	Office of the late Senator (full name) United States Senate Washington, DC 20510 or	*Sir: or Madam: Senator Cordially,
Representative	Office of the late Representative* (full name)House of Representatives Washington, DC 20515	
Chaplain of the United States Senate	The Reverend (full name) Chaplain of the United States Senate Washington, DC 20510 or	Dear Mr./ Mrs./ Miss/ Ms. (surname):** Cordially,
House of Representatives	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515	
Secretary of the United States Senate	The Honorable (full name) Secretary of the Senate United States Senate Washington, DC 20510	Dear Mr./ Mrs./Miss/ Ms. (surname) Cordially,
Clerk of the House	The Honorable (full name) Clerk of the House of Representatives House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Cordially,

*If the name of the late Senator’s or Representative’s secretary or administrative assistant is known, the letter may be addressed to that person by name.
**The title is Mr. or Dr., as appropriate. Reverend is not used with the surname alone.

Addressee	Address	Salutation and Complimentary Close
Resident Commissioner	The Honorable (full name) Resident Commissioner from Puerto Rico House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Cordially,
Delegate	The Honorable (full name) Delegate from (location) House of Representatives Washington, DC 20515	Dear Mr./ Mrs./ Miss/ Ms. (surname) Cordially,
Comptroller General	The Honorable (full name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Mr./ Mrs./ Miss/ Ms. (surname) Cordially,
Librarian of Congress	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr./ Mrs./ Miss/ Ms., (surname) Cordially,
Public Printer	The Honorable (full name) Public Printer Government Printing Office Washington, DC 20401	Dear Mr./ Mrs./ Miss/ Ms., (surname) Cordially,

EXECUTIVE DEPARTMENTS AND INDEPENDENT AGENCIES

Addressee	Address	Salutation and Complimentary Close
Cabinet Members	The Honorable (full name) Secretary of the Interior* Washington, DC 20240	Dear Mr., Madam Secretary:* Cordially,
	The Honorable (full name) Attorney General of the United States Department of Justice Washington, DC 20530	Dear Mr., Madam Attorney General: Cordially,
Deputy Secretaries, Assistant Secretaries, Under Secretaries	The Honorable (full name) Deputy Secretary of Energy Washington, DC 20585	Dear Mr., Mrs., Miss, Ms. (surname): Cordially,
	The Honorable (full name) Assistant Secretary, Legislative Affairs Department of Defense Washington, DC 20301	
	The Honorable (full name) Under Secretary of Housing and Urban Development Washington, DC 20410	

*If the official is in an acting capacity, add “Acting” before the title (e.g., Acting Secretary of the Interior), and the salutation remains the same (e.g., Dear Mr. Secretary:).

Addressee	Address	Salutation and Complimentary Close
Postmaster General	The Honorable (full name) Postmaster General United States Postal Service Washington, DC 20260	Dear Mr./Madam/ Postmaster General: Cordially,
Head of a Independent Agency, Authority, or Board	The Honorable (full name) (Title) (Agency name) (address) (City) (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname) Cordially,
Head of a Major Organization within an Agency, if a Presidential Appointee	The Honorable (full name) Under Secretary/Administrator National Oceanic and Atmospheric Administration Department of Commerce Washington, DC 20230	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,
Secretary of the Navy Secretary of the Army Secretary of the Air Force	The Honorable (full name) Secretary of the (Navy, Army, Air Force) Department of Defense The Pentagon Washington, DC (ZIP Code)	Dear Mr./ Madam Secretary: Cordially,
Chairman of a Commission or Board	The Honorable (full name) Chairman Federal Trade Commission Washington, DC 20580	Dear Mr./ Madam Chairman Cordially,
AMERICAN MISSIONS		
American Ambassador	The Honorable (full name) American Ambassador (City), (Country)	Dear Mr./ Madam Ambassador: Cordially,
American Consul General or American Consul	The Honorable (full name) American Consul General (or American Consul) (City), (Country)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,
Personal (Special) Representative of the President	The Honorable (full name) Personal Representative of the President of the United States of America to (country) (address) (City, State/Country)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,

Addressee	Address	Salutation and Complimentary Close
INTERNATIONAL DIPLOMATIC MISSIONS/ORGANIZATIONS		
Foreign Ambassador in the United States	His (Her) Excellency (full name) Ambassador of (country) (local address) (ZIP Code)	Dear Mr./ Madam/ Ambassador: Cordially,
United States Representative to the United Nations or Organization of American States	The Honorable (full name) United States Representative to the United Nations (or Organization of American States) (local address) (ZIP Code)	Dear Mr./ Madam/ Ambassador: Cordially,
Foreign Minister in the United States (Head of a Legation)	The Honorable (full name) Minister of (country) Washington, DC (ZIP Code)	Dear Mr./ Madam/ Minister: Cordially,
Foreign Minister Counselor in the United States	The Honorable (full name) Minister Counselor Embassy of (country) Washington, DC (ZIP Code)	Dear Mr./ Madam Minister: Cordially,
STATE AND LOCAL GOVERNMENTS		
Governor	The Honorable (full name) Governor of (State) (City), (State) (ZIP Code)	Dear Governor (surname): Cordially,
Lieutenant Governor	The Honorable (full name) Lieutenant Governor of (State) (City), (State) (ZIP Code)	Dear Mr./ Mrs./Miss/ Ms. (surname): Cordially,
State Senator	The Honorable (full name) (State) Senate (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,
State Representative, Assemblyman, or Delegate	The Honorable (full name) (State) House of Representatives (or Assembly or House of Delegates)* (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,

*In most states, the lower branch of the legislature is the House of Representatives. In some states, such as California, New York, New Jersey, Nevada, and Wisconsin, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature; its members are designated as Senators.

Addressee	Address	Salutation and Complimentary Close
Mayor	The Honorable (full name) Mayor of (name of city) (City), (State) (ZIP Code)	Dear Mayor (surname): Cordially,
President of a Board of Commissioners	The Honorable (full name) President Board of Commissioners of (name of city) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,
CHURCH OFFICIALS		
Minister Pastor Rector (with doctoral degree)	The Reverend) (full name, degrees) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Cordially,
Minister Pastor Rector (without doctoral degree)	The Reverend (full name) (name of church) (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,
Presiding Episcopal Bishop	The Most Reverend (full name, degrees) Presiding Bishop of the Episcopal Church (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Cordially,
Episcopal Bishop	The Right Reverend (full name, degrees) Bishop of (diocese) (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Cordially,
Episcopal Dean	The Very Reverend (full name, degrees) Dean of (church) (address) (City), (State) (ZIP Code)	Dear Dean (surname): Cordially,
Methodist Bishop	The Reverend (full name, degrees) Methodist Bishop (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Cordially,

Addressee	Address	Salutation and Complimentary Close
Mormon Bishop	Mr. (full name) The Church of Jesus Christ of Latter-Day Saints (City), (State) (ZIP Code)	Dear Mr. (surname): Cordially,
Catholic Cardinal	His Eminence (given name) Cardinal (surname) (address) (City), (State) (ZIP Code)	Dear Cardinal (surname): Cordially,
Catholic Archbishop	The Most Reverend (full name) Archbishop of (diocese) (address) (City), (State) (ZIP Code)	Dear Archbishop (surname): Cordially,
Catholic Bishop	The Most Reverend (full name) Bishop of (city) (address) (City), (State) (ZIP Code)	Dear Bishop (surname): Cordially,
Catholic Monsignor (higher rank)	The Right Reverend Monsignor (full name) (address) (City), (State) (ZIP Code)	Dear Monsignor (surname): Cordially,
Catholic Monsignor (lower rank)	The Very Reverend Monsignor (full name) (address) (City), (State) (ZIP Code)	Dear Monsignor (surname): Cordially,
Catholic Priest	The Reverend (full name) (add initials or Order, if any) (address) (City), (State) (ZIP Code)	Dear Father (surname): Cordially,
Catholic Mother Superior of an Institution	The Reverend Mother Superior (initials of Order, if used) (name of institution) (address) (City), (State) (ZIP Code)	Dear Reverend Mother: Cordially,
Rabbi (with doctoral degree)	Rabbi (full name) (Synagogue) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Cordially,

Addressee	Address	Salutation and Complimentary Close
Rabbi (without doctoral degree)	Rabbi (full name) (Synagogue) (address) (City), (State) (ZIP Code)	Dear Rabbi (surname): Cordially,
Orthodox Archbishop	His Eminence Archbishop (full name) (address) (City), (State) (ZIP Code)	Your Eminence: Cordially,
Orthodox Bishop	His Grace (full name) Bishop of (name of Diocese) (address) (City), (State) (ZIP Code)	Your Grace: Cordially,
Orthodox Priest	The Reverend (full name) (name of church) (address) (City), (State) (ZIP Code)	Dear Father: Cordially,
EDUCATIONAL INSTITUTIONS		
President or Chancellor of a College or University (with doctoral degree)	Dr. (full name) President (name of institution) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Cordially,
President of a College or University (without doctoral degree)	Mr., Mrs., Miss, Ms. (full name) President (name of institution) (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms. (surname): Cordially,
Dean of a School	Dean (full name) School of (name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Dean (surname): Cordially,
Professor	Professor (full name) Department of (name) (name of institution) (address) (City), (State) (ZIP Code)	Dear Professor (surname): Cordially,

Addressee	Address	Salutation and Complimentary Close
Ph.D.	Dr. (full name) (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Cordially,
PHYSICIANS AND LAWYERS		
Physician	(full name), MD (address) (City), (State) (ZIP Code)	Dear Dr. (surname): Cordially,
Lawyer	Mr., Mrs., Miss, Ms. (full name) Attorney at Law (address) (City), (State) (ZIP Code)	Dear Mr./ Mrs./ Miss/ Ms.: (surname); Cordially,
Judge	The Honorable (full name) Judge, Appellate Division The Supreme Court of the State of New York (address) (City), (State) (ZIP Code)	Dear Judge (surname): Cordially,
OTHER		
Widow	Mrs. (husband's first and last name) or Ms. (wife's full name) (address) (City), (State) (ZIP Code)	Dear Mrs., Ms. (surname): Cordially,
Unknown Gender	Leslie Smith (address) (City), (State) (ZIP Code)	Dear Leslie Smith: Cordially,
MULTIPLE ADDRESSEES		
Two or More Men	Mr. (full name) and Mr. (full name) (address) (City), (State) (ZIP Code)	Dear Mr. (surname) and Mr. (surname): or Dear Messrs. (surname) Cordially,
Two or More Women	Mrs., Miss, Ms. (full name) and Mrs., Miss, Ms. (full name) (address) (City), (State) (ZIP Code)	Dear Mrs./ Ms., Miss (surname) and Mrs./ Ms./ Miss (surname): Cordially,
One Woman and One Man	Mrs., Miss. Ms. (full name) and Mr. (full name) (address) (City, (State) (ZIP Code)	Dear Mrs./ Miss/ Ms. (surname) and Mr. (surname): Cordially,

Addressee	Address	Salutation and Complimentary Close
MILITARY SERVICES		
Army, Air Force, and Marine Corps Officers		
General Lieutenant General Major General Brigadier General	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear General (surname): Cordially,
Colonel Lieutenant Colonel	(same as above)	Dear Colonel (surname): Cordially,
Major	(same as above)	Dear Major (surname): Cordially,
Captain	(same as above)	Dear Captain (surname): Cordially,
First Lieutenant Second Lieutenant	(same as above)	Dear Lieutenant (surname): Cordially,
Chief Warrant Officer	(same as above)	Dear Chief Warrant Officer (surname): Cordially,
Warrant Officer	(same as above)	Dear Warrant Officer (surname): Cordially,
Navy and Coast Guard Officers Admiral Vice Admiral Rear Admiral	(full rank, full name, abbreviation of service) (address) (City), (State) (ZIP Code)	Dear Admiral (surname): Cordially,
Captain	(same as above)	Dear Captain (surname): Cordially,
Commander Lieutenant Commander	(same as above)	Dear Commander (surname): Cordially,
Lieutenant Lieutenant Junior Grade	(same as above)	Dear Lieutenant (surname): Cordially,
Ensign	(same as above)	Dear Ensign (surname): Cordially,

Addressee	Address	Salutation and Complimentary Close
Chief Warrant Officer	(same as above)	Dear Chief Warrant Officer (surname): Cordially,
ALL SERVICES		
Retired Officer	(full rank, full name, abbreviation of service), (Ret.) (address) (City), (State) (ZIP Code)	Dear (rank, surname): Cordially,
Chaplain	Chaplain (full name) (rank, service designation) (address) (City), (State) (ZIP Code)	Dear Chaplain (surname): Cordially,
SERVICE ACADEMY MEMBERS		
Army or Coast Guard Cadet	Cadet (full name) (address) (City), (State) (ZIP Code)	Dear Cadet (surname): Cordially,
Navy Midshipman	Midshipman (full name) (address) (City), (State) (ZIP Code)	Dear Midshipman (surname): Cordially,
Air Force Air Cadet	Air Cadet (full name) (address) (City), (State) (ZIP Code)	Dear Air Cadet (surname): Cordially,

MILITARY SERVICES ABBREVIATIONS

In some instances, military abbreviations may be used as a form of address, e.g., distribution lists, courtesy copy lists, and envelopes. Refer to the GPO Style Manual’s chapter entitled Abbreviations.

Forms of Address

Mail Code	Headquarters Office Title
A	Administrator
B	Chief Financial Officer
C	Director for Headquarters Operations
E	Assistant Administrator for Equal Opportunity Programs
F	Assistant Administrator for Human Resources and Education
G	General Counsel
H	Assistant Administrator for Procurement
I	Assistant Administrator for External Relations
J	Assistant Administrator for Management Systems
K	Assistant Administrator for Small and Disadvantaged Business Utilization
L	Assistant Administrator for Legislative Affairs
M	Associate Administrator for Space Flight
P	Assistant Administrator for Public Affairs
Q	Associate Administrator for Safety and Mission Assurance
R	Associate Administrator for Aerospace Technology
S	Associate Administrator for Space Science
U	Associate Administrator for Biological and Physical Research
W	Inspector General
X	Assistant Administrator for Security Management and Safeguards
Y	Associate Administrator for Earth Science

APPENDIX F. COMPOUND WORDS

1. For rules on compounding, the GSA U.S. Government Correspondence Manual (1992) recommends the U.S. Government Printing Office (GPO) Style Manual (2001) in the preparation of governmental correspondence. Therefore, use the GPO Style Manual as the first reference for compounding words.

2. When a word cannot be found in the GPO Style Manual, use the dictionary as a second reference (the most recent edition of Webster's takes precedence over other dictionaries).

3. In applying the rules of compounding, keep in mind that word forms are constantly changing. Two-word forms often acquire the hyphen first, then later become one word. Current language trends point to closing up words which, through frequent use, have become associated in the reader's mind as units of thought.

4. Generally, whenever a word form (or applicable rule) cannot be found in the GPO Style Manual or dictionary, it should be two words.

5. The following represents the most commonly used compound words. The abbreviations indicate function: adv. (adverb), n. (noun), v., vt., vi. (verb), adj. (adjective), u.m. (unit modifier), and c.f. (combining form). Words followed by (GPO) can be found in the GPO Style Manual, Compounding Examples, pages 86-124.

As stated in item 5 above, this listing is a representation of the most commonly used words at NASA. It is not intended to be an inclusive listing.

across-the-board (dic.—adj., adv.)
ad hoc (dic.—adj. & adv.) (...an ad hoc committee)
aero (GPO—as c.f., generally one word)
aerospace (n., adj.) (aerospace medicine), but National Aero-Space Plane (this term exception to rule)
Agencywide (capitalize when referring to NASA); but agencywide (general usage), (see Governmentwide in GPO)
African-American (Gregg, p. 190, 818.c—adj.)(...African-American customs)
African American (Gregg, p. 95, 348—n.)(Louise is African American.)
airfare (GPO, p. 82—n.)
airmail (GPO, p. 82—n., vt.) (Please airmail this letter.)
all hands (The Associate Administrator has called for an all hands meeting on Monday.)
Anglo-American (dic.—n., adj.)
assemblyperson (GPO, p. 74, rule 6.11—n.)

backscatter (GPO, p. 83)
backup (GPO, p. 83...n., u.m.) (A backup pilot will accompany this mission.)
back up (dic. —v.) (Please back up your data on a diskette.)
baseline (GPO, p. 83)
benchmark (GPO nonliteral, p.74, rule 6.8 and p. 84)
bed rest (dic.—n.) (The doctor said he needed bed rest.)
bedrest (NASA preference) (adj.) (He volunteered for the bedrest project.)
biweekly (GPO, p. 77, rule 6.29)
bona fide (GPO, p. 77, rule 6.24...two words)

breakthrough(GPO, p. 85—n., u.m.)
broadminded (GPO, p. 85)
buildup (GPO, p. 85—n., u.m.) (There was a gradual buildup of that military base.)
build up (v.) (They are trying to build up their reputations.)
businessperson (GPO, p. 74, rule 6.11)
buyout (Gregg p. 181, 803d) (Are you applying for the buyout?)
buy out (dic.—vt.) (We want to buy out your company.)

callup (GPO, p. 86- -n., u.m.)The callup for nominations was received yesterday.
call up (dic.—vt.) I can call up any subject on the computer.
cannot (GPO, p. 86)
carryout (GPO, p. 86- -n., u.m.) (Are you ordering carryout food tonight?)
carry out (dic.—v) (The office will carry out the plan to transfer...)
carryover (GPO, p. 74, rule 6.11) (The carryover from 1994...)
carry over (dic.—v) (The funds will carry over into 1996.)
centerwide (refer to Governmentwide), capitalize when referring to specific NASA Centers.)
checklist (GPO, p. 86)
checkout (GPO, p. 86—n., u.m.) (There are several checkout buildings at KSC.)
check out (dic.- -v.) (The primary objective was to check out the Shuttle system.)
class action (dic.—n.) (The employees are considering a class action.)
class-action (GPO, p. 87) (The employees filed a class-action suit.)
clearcut (GPO, p. 87- -n., v.) (It was a clearcut decision.)
clear-cut (GPO, p. 87- -u.m.) (It was a clear-cut victory.)
closedown (GPO, p. 87- -n.)
closeout (GPO, p. 87—n., u.m.)
closeup (GPO, p. 87—n.) (That is a nice closeup picture of you.)
close up (dic.—v.) (I will close up the store at 5 p.m.)
co (prefix) (GPO, p. 74, rule 6.7); e.g., coauthor, cochairman, copilot, but co-investigator, co-op (GPO, p. 77, rule 6.32)
cost-effective (dic.—adj.) (...in the most cost-effective method...)
countdown (GPO, p. 88—n., u.m.)
crewmember (GPO, p. 88)
crewmen (use crewmember) (NASA preference...gender-neutral)
cross section (dic.—n) (...a cross section of employees...)
cross-section (dic.—vt., adj.)
cutoff (GPO, p. 88—n., u.m.) (The cutoff date was April 1.)
cut off (dic.—v.) (to cut off the machine)

data base (GPO, p. 89—n.)
data fax
decisionmaking (GPO, p.74, rule 6.11)
deorbit (GPO, p. 74, rule 6.11)
double space (Gregg, p. 812, 812a—n.) (Leave a double space between paragraphs.)
double-space (Gregg, p. 812, 812a—v.) (Please double-space the draft.)
downsize (Gregg, p. 184, 8-1—v.)
downtime (GPO, p. 74, rule 6.11) (Shuttle “downtime”)
drawback (GPO, p. 90—n.)

e-mail (Gregg, p. 484)
early out (dic.—n.) (Did you take an early out during the buyout season?)
early-out (NASA preference—u.m.) (NASA has achieved early-out authority.)

earthborn (GPO, p. 90)

ever-advancing (u.m.)

ex officio (GPO, p. 77, rule 6.24—foreign phrase)

fine-tune (GPO, p. 92) (dic.—vt) (...to fine-tune the format...)

first-class (GPO, p. 92—u.m.) (...a first-class individual...; ...a first-class seat...) (dic.—adv.) (...to travel first-class...; (...mailed first-class...)

firsthand (GPO, p. 92—u.m.) (He has firsthand knowledge of the situation.)

flight crew

flight-worthy (u.m.) (…flight-worthy vehicle…)

flight worthy (The vehicle is flight worthy.)

flowchart (GPO, p. 92)

flyby (dic.—n.) (The asteroid flyby will occur next year.)

fly by (dic.—v.) (The Galileo spacecraft will fly by the planet.)

follow-on (GPO, p. 92)

followup (GPO, p. 92—n., u.m.) (A followup meeting will occur.)

follow up (dic.—v) (We will follow up the meeting with a discussion.)

free flight (dic.—n)

free-flight (dic.—adj.)

freeflyer (dic. —n.) (...to service freeflyers...)

free-flying (dic.—adj.) (see free-floating in dic.) (...a free-flying spacecraft...; ...robotic spacecraft are free-flying...)

full-cost (NASA preference) (u.m.) (NASA has implemented full-cost accounting procedures at Headquarters.)

full-time (GPO, p. 93—u.m.) (...full-time position...)

full time (dic.—n) (She works full time.)

FY 1992 (NASA preference)

FY92

GS-15 (NASA preference)

Governmentwide (GPO, p. 94) (U.S.); governmentwide (state, city)

Government-owned (GPO, p. 94—u.m.) (U.S.); government-owned (state, city)

ground-based (GPO, p. 75, rule 6.15—u.m.) (The ground-based data...)

ground based (GPO, p. 75, rule 6.18) (The information was ground based.)

ground rule (dic.—n.)

groundwork (GPO, p. 74, rule 6.11)

hand-carry (GPO, p. 94—v.) (...hand-carry the document)

handout (GPO, p. 95—u.m./n.)(Gregg, p. 181, 803.d.)

hard-working (GPO, p. 95—u.m.)

heavy-lift (dic.—adj.) (...heavy-lift launch vehicle...; ...heavy-lift requirements...)

high-quality (dic.—u.m.) (That picture is a high-quality image taken from the Hubble Space Telescope.)

high-speed (GPO, p. 95- -u.m)

home page or Home Page (NASA preference, ref. Section 2.13)

humankind (NASA preference) ("Humankind" is a gender-neutral word used throughout the Agency.)

human-tended (use instead of manned)

hundredfold (GPO, p. 97)

indepth (GPO, p. 96—u.m.) (...an indepth review...)(dic.—adj.) (...an in-depth study)
in-flight (GPO, p. 96—u.m.) (...in-flight experiment...)
in flight (dic.—v.) (The spacecraft is in flight.)
infrastructure (GPO, p. 97)
in-house (GPO, p. 96) (in-line (adj.)...in-line configuration...)
in-orbit (GPO, p. 96—u.m.) (...in-orbit repair mission...)
in orbit (dic.—v.) (The repair in orbit was successful. The satellite was placed in orbit.)
inter (...between, among...GPO—as prefix, generally one word) (interagency, intercenter, interoffice)
intra (...within, inside...GPO—as prefix, generally one word) (intraoffice, but intra-agency—GPO, p. 74, rule 6.7)
kickoff (GPO, p. 97—n., u.m.)

lakebed (GPO, p. 97) (The lakebed at Edwards AFB is dry.)
land-based (GPO, p. 97—u.m.)
lead time (dic.—n.) (The lead time for responding...)
lifetime (dic.—n., adj.)
lift-off (GPO, p. 98—n., u.m)
lightweight (GPO, p. 98—u.m./n.)
light-year (GPO, p. 98)
long-range (dic.—adj.) (...long-range plan...)
long-term (dic.—adj.) (...long-term commitment...)
long term (dic.—n.) (The committee member served a long term.)
longstanding (GPO, p. 98—adj., u.m.) (longstanding relationship)

macroeconomics (GPO, p. 77, 6.29)
mainframe (GPO, p.99)
marketplace (GPO, p. 99)
markup (GPO, p. 99—n., u.m.) (...OMB markup...)
mark up (dic.—v.) (OMB will mark up the budget request.)
member at large (GPO, p. 78, rule 6.40)
mid (GPO, p. 99—as c.f., generally one word) (midafternoon...midday...midpoint)
mid-1990's (GPO, p. 170, 12.22)
mid-August, (GPO, p. 78, rule 6.35)
mockup (GPO, p. 100--n., u.m.)
multi (GPO, p. 100—as c.f., generally one word) (multicultural...multiyear)

NASA-wide (NASA preference)
Nationwide (GPO, p. 74, rule 6.11)
near-term (dic.—adj.) (...near-term plans...)
near term (dic.—n.) (We will evaluate it in the near term.)
non (...not...GPO, p. 101—as prefix, generally one word) (nonadvocate...nongovernment) but
non-Government or non-Federal (GPO, p. 78, rule 6.35) (U.S.)
no one (GPO, p. 74, rule 6.12—print no one as two words at all times)
northeast, northwest (GPO, p. 101)

Officials-in-Charge (NASA preference) (The memo will be sent to Officials-in-Charge of Headquarters Offices.)
offline (GPO, p. 74, rule 6.11—adj.)(...offline discussions)—adv...Discussions will be held offline.)
offsite (NASA preference)
off-site (u.m.) (…off-site meeting…)

off site (The meeting will take place off site.)
onboard (GPO, p. 101—n.;adj., one word) (...onboard experiment)
on board (dic.—adv.) (...the experiment will take place on board...; ...translating FTP employees on board into FTE...)
ongoing (GPO, p. 101)
online (GPO, p. 74, rule 6.11—n.) (NASA is now online for Internet connections.)
on-orbit (dic.—adj.) (...on-orbit repair...)
onorbit (GPO, p. 101--n.; NASA preference) (… to conduct experiments onorbit…)
onsite (NASA preference)
on-site (u.m.) (…on-site meeting…)
on site (The meeting will take place on site.)
order of magnitude (dic.—n.) (...the Earth's mass is on the order of magnitude...)
O-ring (GPO, p. 80, rule 6.51)
over (GPO, p. 101...as c.f. one word) (overstress)

paperwork (dic.—n.)
part-time (GPO, p. 102—u.m.) (A part-time position...)
part time (dic.—n.) (She works part time for the agency.)
per diem (GPO, p. 102)
phasedown (Gregg, p. 180, 803.b)
phaseout (GPO, p. 102—n., u.m.) (The phaseout of the activities...Phaseout activities will begin...)
phase out (dic.—v.) (The project will phase out at the end.)
point of contact (NASA preference—n.) (Vanessa is the point of contact for the project.)
post (GPO—as prefix, generally one word)(postdoctoral...postflight...postlaunch... postwar)
post-Cold War (GPO, p. 78, rule 6.35)
pre (GPO, p. 74—as prefix, generally one word) (preflight...prelaunch...premeeting... preorbital)
preexist (pre as prefix—GPO, p. 77, rule 6.29)(preproposal)
President-elect (GPO, p. 79, rule 6.41)
problem solving (GPO, p.75, rule 6.17)
programwide (NASA preference)

real-time (dic.—adj.) (...real-time data...)
real time (dic.—n) (The decision will be made in real time.)
reengineer (NASA preference) (NASA has completed its reengineering activities.)
reentry (GPO, p. 104)
re-register (GPO, p. 78, rule 6.33)
return to flight (NASA preference) (When we return to flight, ...)
return-to-flight (adj.) (NASA preference) (...return-to-flight activities)
rollout (GPO, p. 105—n., u.m.)
roll out (dic.--v.) (NASA preference)
roundtable (GPO, p. 105)
round trip (dic.—n) (He will take a round trip to Paris.)
round-trip (dic.—adj.) (He purchased a round-trip ticket.)
rulemaking (GPO, p. 74, rule 6.11)
runout (GPO—n., u.m.) (The runout of the data...)

run out (dic.—v) (He will run out the data.)
runway (dic.—n.)

Secretary-designate (GPO, p. 79, rule 6.41)
self-confidence (GPO, p. 78, rule 6.34)
shortfall (GPO, p. 106—n.)
short-term (dic.—adj.) (A short-term loan...)
short term (dic.—n.) (He will begin in the short term.)
shutdown (GPO, p. 107)
side-mount (dic.—adj.) (...side-mount concept...)
single-space (dic.—u.m.) (This is a single-spaced document.)
single space (dic.—v.) (I will single space the document.)
slapdown (GPO, p. 107—n., u.m.) (...slapdown loads...)
southeast, southwest (GPO, p. 108)
space-based (dic.—u.m.) (...the space-based experiment...)
spaceborne (GPO, p. 74, rule 6.11)
spacecraft (GPO, p. 74, rule 6.11)
spacefaring (dic.—n.) (refer to seafaring)
space-related (dic.—adj.) (This is a list of space-related words.)
space related (GPO, p. 75, rule 6.18) (The material is space related.)
space flight (NASA preference is two words.)
Spacelab (NASA preference)
spacesuit (dic.—n.)
spacewalk (dic.—n, vi)
spinoff (GPO, p. 108)
stand-alone (dic—adj.) (...stand-alone computer...)
standdown (GPO, p. 108—n., u.m.)
startup (GPO, p. 109—n, u.m.) (The startup of the activity...; the startup date...)
start up (dic.—v.) (The activity will start up next week.)
state of the art (dic.—n) (The technology is state of the art.)
state-of-the-art (GPO, p. 75, rule 6.15—u.m.) (...state-of-the-art technology...)
stationkeeping (dic.—n.) (see housekeeping)
staytime (GPO, p. 74, rule 6.11)
stretchout (GPO, p. 109—n., u.m.)
STS-9 (NASA preference)
sub (...under, below...) (GPO, p. 77, rule 6.29...subagency... suborbital...substandard...)

takeoff (GPO, p. 110—n., u.m.)
teamwork (GPO, p. 74, rule 6.11)
test-bed (dic.)
time-consuming (GPO, p. 111—u.m.) (...a time-consuming task...)
time consuming (dic.—n.) (Logging the mail is very time consuming.)
timeframe (GPO, p. 111)
timeline (GPO, p. 74, rule 6.11)
timetable (GPO, p. 111)
tradeoff (GPO, p. 112)
troubleshooting (GPO, p. 113)

turnaround (GPO, p. 113—n., u.m.)

under (GPO, p. 113—-as prefix, generally one word) (undergone...underway)
under way (GPO, p. 77, 6.29—adv.) (Plans are under way to monitor...)
upfront (dic.—adj.) (upfront payment)...adv. (to pay upfront)
up-to-date (GPO, p. 113—u.m.) (...an up-to-date report...)
up to date (GPO, p. 113) (The report is up to date.)

videotape (dic.—n., v.)
videotape recorder/recording (dic.—n)
voice mail, voice-mail message (NASA preference) but voice mailbox

walk-through (Gregg, p. 181, 803.k.)
Web page, Web site (NASA preference)
well-being (GPO, p. 114—n.)
well-received (dic.—adj.) (It was a well-received speech.)
well received (GPO, p. 75) (The speech was well received.)
whistle-blower (dic.—n.) (The employee had a reputation as being a whistle-blower.)
wide-angle (GPO—u.m.) (...wide-angle lens...)
wind-shear (GPO, p. 115—u.m) (The wind-shear conditions concerned the pilot.)
wind shear (dic.—n.) (The presence of wind shear concerned the pilot.)
workaround (dic.—n.)
workforce (GPO, p. 74, rule 6.10) (workhour...workload... workplan...workstation...workyear)
workplace (GPO, p. 115)
world-class (GPO, p. 74, rule 6.8—adj.—u.m.)
worldwide (GPO, p. 74, rule 6.11—adj.—adv.)
World Wide Web (always initial cap, NASA preference)
wrap-up (GPO, p. 116—n., u.m.)

x-ray (GPO, p. 116—u.m.) (...an x-ray tube...)
x-ray (dic.—v) (The technician will x-ray the components.)
x ray (GPO, p. 80, rule 6.51—n.) (The x ray penetrates solid substances.)

zero-base, zero-based (dic.—adj.) (...zero-base budget...; The budget is zero-based.)
zero gravity (NASA preference in formal correspondence)
zero-g (NASA preference...for informal correspondence only)
zero-sum (dic.—adj.) (...the zero-sum amount...)
zero sum (dic.—n.) (The calculations had a zero sum.)

APPENDIX G. CAPITALIZATION OF FREQUENTLY USED WORDS AT NASA

Capitalize specific names of things and lower case general terms of classification. This listing is a representation of the most commonly used words at NASA. It is not intended to be an inclusive listing.

ad hoc

Agency, capitalize if part of complete name or if a short form of complete name; but do not capitalize the short form if it is actually derived from the complete name (see lower case example of agency below), except when referring to NASA (NASA preference); e.g., Central Intelligence Agency; National Aeronautics and Space Administration; the Agency (NASA preference)

agency, lower case when used as term of general classification; e.g., independent Federal agency, Bureau of the Census, the Bureau

Agreement, if part of complete name; but the agreement, e.g., International Wheat Agreement; the wheat agreement; the agreement (unless legal document *)

Attachment (when specifying); e.g., Attachment 1 (NASA preference); but attachment; e.g., the attachment…

**Associate Administrator, e.g., the Associate Administrator for Space Flight; the Associate Administrator would like…a meeting involving all the Associate Administrators is scheduled…

Board, capitalize if part of name or when used alone in place of full name, e.g., Performance Review Board, the Board consists of…Space Studies Board, the Board's recommendation…but the boards of the National Research Council

Branch, if part of complete name, or when used alone in place of full name; e.g., the International Program Policy Branch; the Branch will hold a staff meeting; but the branch offices, each branch will…

**Branch Chief (when referring to a specific person); e.g., Chief, International Program Policy Branch; the Branch Chief will authorize…, but the branch chiefs…

budget (Federal budget, President's budget, NASA's budget)

budget line items—capitalize exact titles of budget line items (NASA preference) e.g., Space Flight, Control and Data Communications; Research and Program Management

Building (when specifying); e.g., Building 10B (NASA preference); but…the building and room locations will be forwarded to you.

calendar year

Center(s), capitalize if referring to NASA Centers; e.g., Goddard Space Flight Center; the Center; a representative from each Center

**Center Director; e.g., the Center Director…, a meeting with all of the Center Directors…

century (e.g., the 21st century)

Chair, the (if personified); e.g., Madam Chair; but the chair (see GPO pp. 29 and 39)

chairman, chairperson (general; NASA preference, gender-neutral); e.g., the chairman of the Appropriations Committee; but Chairman Davis: (general) we need to designate a chairperson…

Chairman, Committee on Appropriations (title—see above)

Chief, if part of official title; e.g., Chief, Flight Programs Branch

Code (when specifying); e.g., Code E; Codes M, R, and S; but, the codes…, each code will develop a schedule…

Co-investigator; e.g., Mr. Brown is the Co-investigator of the program; all the Co-investigators (Co-I's) and Principal Investigators (PI's)…

college degrees—bachelor of arts, master's, but capitalize abbreviations: B.A., M.A., and Ph.D.

Committee, if part of complete name or when used alone in place of full name; e.g., Aeronautics Advisory Committee; the Appropriations Committee; the Committee; but each committee will report…, the committees of Congress

Congress (legislature); the Congress of the United States; the 101st Congress; the Congress; …when Congress returns…

congressional action; congressional committee

Congressional District (if a specific district; e.g., 20th Congressional District) but the congressional district

congressionally; e.g., a congressionally mandated report

Congressman; Congresswoman; Member of Congress

Council, if part of name or when used alone in place of full name; e.g., NASA Advisory Council; the Council will meet…

*Director, if part of official title; e.g., Director, Solar System Exploration Division; the Director will issue…, but the directors…

Division (if part of complete name, or when used alone in place of full name); e.g., the Advanced Program Development Division; there will be a Division staff meeting; but …each division will…

**Division Director (when referring to a specific person); e.g., the Division Director…; but the division directors are…

division heads

Earth (planet)…solar system, universe, (always lower case)

Enclosure (when specifying); e.g., Enclosure 1 (NASA preference); but enclosure; e.g., the enclosure

**Enterprise (see Code)

executive branch

fall (season)

Federal (synonym for United States); e.g., Federal personnel regulations; but a federal form of government, Federal Government (U.S.)

fiscal year (abbreviate FY); e.g., in fiscal year 1990; FY 1990

Fund Source 1, 2, 3

Government (if proper name, part of proper name, or as proper adjective); e.g., the U.S./National/Federal Government; the Japanese government; but, government (in general sense); e.g., a federal form of government; the Communist government; European governments

Government-owned, Governmentwide (if U.S. or foreign); but government-owned, governmentwide (if State, city)

International Space Station (Administrator's preference when referring to the multilateral Space Station); but space station (generic); e.g., the Russian space station; Mir space station

judicial branch

lead secretary; e.g., the incumbent serves as lead secretary…

legislative branch

Member (congressional); e.g., a Member of Congress; but … at the request of many members of the Congress…, a member of the congressional committee…

Memorandum of Agreement, Memorandum of Understanding; if part of full name or when used alone in place of full name

Mir; e.g., Mir space station (Russia's space station)

mission; e.g., Ulysses mission

Moon, referring to Earth's Moon; but the moons of Jupiter ("Moon" is the name of Earth's Moon; Titan is the name of Jupiter's moon)

Nation (synonym for U.S.); but a nation (in general, standing alone); Nationwide

national; e.g., national space program

National Government (U.S.)

Office; e.g., the Office of the Administrator; the Office of Space Flight; but this office is planning…; I would like your office to prepare…

Officials-in-Charge of Headquarters Offices, referring to heads of all Headquarters codes

orbiter (preferred lower case); e.g., Shuttle orbiter, Atlantis orbiter

Presidential directive, authority, order

Principal Investigator (see Co-investigator)

Program (if part of official name); e.g., NASA Honor Awards Program; but the Shuttle program: the EOS program; the program budget; the International Space Station program

JSC prefers the Space Shuttle Program and the International Space Station Program. Program is part of the official name.

Program Associate Administrator(s)

Program Manager or Project Manager, if part of title; e.g., but the program manager

Program Office(s)

project; e.g., HST project; the project budget is…

EVA Project Office. Project is part of the official name.

Room (when specifying); e.g., Room 9S51 (NASA preference); but the building and room numbers will be provided later

Shuttle (see Space Shuttle)

Always use Space Shuttle. Do not shorten.

space (universe); e.g., the U.S. space program

Spacelab

Space Shuttle (NASA's preference when referring to U.S./NASA Space Shuttle); but space shuttle (generic); e.g., the space shuttles

State, when used with or in place of the name of a particular State; e.g., the State of Ohio, New York State, State [of Maryland] government; but state (general); e.g., …state and local government groups

Subcommittee, if part of name, or part of name when used alone in place of full name, e.g., Subcommittee on Aviation Safety Reporting System: the Subcommittee: but subcommittees will be established…

summer (season)

Sun

white paper; e.g., …prepare a white paper on…

winter (season)

Work Package 1, 2, 3, and 4; but the Space Station work packages

x-ray, x ray

*In legal documents, many words that ordinarily would be written in small letters are written with initial capitals; e.g., the name of the document (or part of the name when used alone in place of the full name).

** Official titles of high-ranking national, State, and international offices are capitalized. Titles of lesser Federal and State officials and local governmental officials are not usually capitalized. However, these titles are sometimes capitalized in writing intended for a specific readership, in which the person in question would be considered to have very high rank by the intended reader. (i.e., the Associate Administrators, the Center Directors) NASA’s preference is to capitalize.

APPENDIX H. ACRONYMS, ABBREVIATIONS, AND INITIALISMS

This listing is a representation of the most commonly used NASA acronyms. It is not intended to be an inclusive listing of all NASA acronyms.

Refer to The Gregg Reference Manual, Chapter 3, for capitalization rules. This list is not all-inclusive.

AA	Associate Administrator
AAAS	American Association for the Advancement of Science
AAC	Aeronautics Advisory Committee
AACB	Aeronautics & Astronautics Coordination Board
AAS	American Astronomical Society
ACE	Advanced Composition Explorer
ACISS	Advisory Committee on the International Space Station
ACO	Administrative Contracting Officer
ACRIM	Active Cavity Radiometer Irradiance Monitor
ACTIVE	Advanced Control Technology for Integrated Vehicles
ACTS	Advanced Communication Technology Satellite
ADA	Age Discrimination Act of 1975
ADEA	Age Discrimination in Employment Act of 1967
ADEOS	Advanced Earth Observing Satellite
ADP	Automatic Data Processing
ADR	Alternate Dispute Resolution
ADS-B	Automatic Dependent Surveillance Broadcast
AEP	Affirmative Employment Plan
AFE	Association of Facilities Engineers
AFS	Air Force Station
AFTI	Advanced Fighter Technology Integration
AGATE	Advanced General Aviation Transport Experiments
AHEAD	American Higher Education Association for the Disabled
AIAA	American Institute of Aeronautics and Astronautics
AIB	Angular Liquid Bridge Experiment
AIC	Radarsat Antarctic 1 Mapping Mission Imaging Campaign
AIChE	American Institute of Chemical Engineers
AIHEC	American Indian Higher Education Consortium
AIN	Accounting Installation Number
AIS	Automated Information System
AISES	American Indian Science & Engineering Society
AISTEC	American Indian Science Technology Education Consortium
AlLi	Aluminum Lithium
ALT	Approach and Landing Tests
AMF	Astronauts Memorial Foundation
AMS	Alpha Magnetic Spectrometer
AMS	Acquisition Management Subsystem

ANOSCA	Advance Notice of Significant Contract Action
ANSI	American National Standards Institute
AO	Announcement of Opportunity
APM	Advanced Project Management
APNASA	Average Passage NASA
ARC	Ames Research Center
ARIA	Advanced Range Instrumentation Aircraft
ARPA	Advanced Research Projects Agency
ARTT	Advanced Reusable Transportation Technology
ASAP	Aerospace Safety Advisory Panel
ASEB	Aeronautics Science and Engineering Board
ASI	Italian Space Agency
ASIC	Application Specific Integrated Circuit
ASM	Acquisition Strategy Meeting
ASME	American Society of Mechanical Engineers
AST	Advanced Subsonic Technology
ASTER	Advanced Spaceborne Thermal Emission and Reflection Radiometer
ATM	Asynchronous Transfer Mode
AXAF	Advanced X-Ray Astrophysics Facility
BCAT	Binary Colloidal Alloy Test
BOA	Basic Ordering Agreement
BOC	Base Operations Contracts
BPR	Business Process Reengineering
BWB	Blended-Wing-Body
CAAS	Contracted Advisory and Assistance Services
CAN	Cooperative Agreement Notice
CAO	Contract Administration Office
CAS	Computational Aerosciences
CAS	Contract Administration Services
CAS	Cost Accounting Standards
CAT1A	Comprehensive Acceptance
CBD	Commerce Business Daily
CBP	Construction of Facilities Best Practices
CCA	Core Capability Assessment
CCF	Cleveland Clinic Foundation
CCI	Consolidated Contract Initiative
CCOSM	Chemistry and Circulation Occultation
CCR	Central Contractor Registration
CDL	Crossing Department Lines
CDP	Candidate Development Program
CDR	Critical Design Review
CCDS	Center for the Commercial Development of Space
CEC	Contractor Establishment Code
CEO	Chief Executive Officers
CEOS	Committee on Earth Observing Satellites
CERES	Clouds and Earth's Radiation Energy System
CER	Combined Electrical Readiness
CFC	Combined Federal Campaign
CFO	Chief Financial Officer

CFR	Code of Federal Regulations
CHeX	Confined Helium Experiment
CIAM	Central Institute of Aviation Motors
CIC	Capital Investment Council; Contractor Identification Code
CICA	Competition in Contracting Act
CID	Commercial Item Description
CIO	Chief Information Officer
CKPI	Communicate Knowledge Process Improvement
CLAES	Cryogenic Limb Array Etalon Spectrometer
CLCS	Checkout and Launch Control System
CMC	Ceramic Matrix Composite
CMOS	Complimentary Metal Oxide Semiconductor
CNES	Centre National d'Etudes Spatiales (France) National Center for Space Studies
CNN	Cable News Network
CO	Contracting Officer
COBE	Cosmic Background Explorer
COOP	Cooperative Agreement
COP	Consolidated Operations Plan
COTR	Contracting Officer’s Technical Representative
COSPAR	Committee on Space Research
COTS	Commercial Off-the-Shelf
COUP	Consolidated Operation and Utilization Plan
CPAF	Cost Plus Award Fee
CPAP	Contractor Performance Assessment Program
CPIF	Cost Plus Incentive Fee
CPSC	Consumer Product Safety Commission
CPSR	Contractor Purchasing System Review
CQA	Code Quality Advisor
CRA	Civil Rights Act of 1991
CRE	Cosmic Radiation Effect
CSA	Canadian Space Agency
CSGT	Ceramic Stationary Gas Turbine
CSIRO	Commonwealth Scientific and Industrial Research Organization (Australia)
CSOC	Consolidated Space Operations Contract
CSRA	Civil Service Reform Act of 1978
CST	Combined Systems Test
CTAS	Center/TRACON Automation System
CUE	Collaborative Ukrainian Experiment
CUP	Consolidated Utilization Plan
CWBS	Contract Work Breakdown Structure

DAAC	Distributed Active Archives Centers
DAR	Defense Acquisition Regulation
DARC	Defense Acquisition Regulation Council
DARPA	Defense Advanced Research Projects Agency
DARTFire	Diffusion and Radiative Transport in Fires
DCAA	Defense Contract Audit Agency
DCAM	Diffusion-Controlled Apparatus for Microgravity
DCMC	Defense Contract Management Command
DC-XA	Delta Clipper-Experimental Advanced
DDT&E	Design, Development, Test, and Evaluation

DFRC	Dryden Flight Research Center
DIS	Data and Information System
DISA	Defense Information Systems Agency
DISC	Diversified International Sciences Corporation
DLA	Defense Logistics Agency
DLR	German Aerospace Research Establishment (Germany)
DMSP	Defense Meteorological Satellite Program
DNV	Det Norske Veritas
DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOS	Department of State
DOT	Department of Transportation
DSN	Deep Space Network
DUNS	Data Universal Numbering System
DUSD	Deputy Undersecretary of Defense
EAA	Enterprise Associate Administrator
EAP	Employee Assistance Program
EC	Electronic Commerce
ECA-PMO	Electronic Commerce for Acquisition-Program Management Office
ECAT	Electronic Commerce Acquisition Team
ECLS	Environmental Control and Life Support
ECLSS	Environmental Control and Life Support System
ECSU	Elizabeth City State University
ED	Department of Education
EDEP	Employee Development Education Panel
EDI	Electronic Data Interchange
EDI	Enterprise Development Innovation
EDOS	EOS Data and Operations System
EEO	Equal Employment Opportunity
EEOA	Equal Employment Opportunity Act of 1972
EEOC	Equal Employment Opportunity Commission
EEOC-MD	Equal Employment Opportunity Commission—Management Directive
EIS	Executive Information System; Environmental Impact Statement
ELV	Expendable Launch Vehicle
EMC	Engineering Management Council; Electromagnetic Compatibility
EO	Executive Order
EOB	Equal Opportunity Board
EODMP	Equal Opportunity and Diversity Management Plan
EOM	Equal Opportunity Manager
EOO	Equal Opportunity Officer
EOS	Earth Observing System; Equal Opportunity Specialist
EPA	Equal Pay Act of 1963; Environmental Protection Agency
EPCS	Employee Performance and Communication System
ERAST	Environmental Research Aircraft and Sensor Technology Program
ERBE	Earth Radiation Budget Experiment
ERBS	Earth Radiation Budget Satellite
ERS-1	European Remote Sensing Satellite - 1 (ESA Mission)

ESA	European Space Agency
ESSP	Earth Space Sciences Project; Earth Science System Pathfinder
ESSAAC	Earth System Science and Applications Advisory Committee
ESSPO	Earth Science Systems Program Office
ET	External Tank
ETM	Extended Thematic Mapper
EVA	ExtraVehicular Activity
EVMS	Earned Value Management System
FAA	Federal Aviation Administration
FAADA	Federal Assistance Award Data System
FAC	Federal Acquisition Circular
FACNET	Federal Acquisition Computer Network
FACS	Financial and Contractual System
FAME	Facilities Management Excellence
FAR	Faculty Awards for Research; Federal Acquisition Regulation
FARA	Federal Acquisition Reform Act
FASA	Federal Acquisition Streamlining Act
FASAB	Federal Accounting Standards Advisory Board
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FDR	Federal Dispute Resolution
FEL	First Element Launch (Space Station)
FEMA	Federal Emergency Management Agency
FFP	Firm Fixed Price
FGB	Functional Energy Block (a Russian term now referred to as Zarya meaning “sunrise”)
FIAT	Fan/Inlet Acoustic Technology
FIPS	Federal Information Processing Standards
FIRST	For Inspiration and Recognition of Science and Technology
FLRA	Fair Labor Relations Act
FMM	Financial Management Manual
FOIA	Freedom of Information Act
FPDC	Federal Procurement Data Center
FPDS	Federal Procurement Data System
FPIF	Fixed Price Incentive Fee
FR	Federal Register
FRR	Flight Readiness Review
FSS	Federal Supply Schedule
FUSE	Far Ultraviolet Spectroscopy Explorer
FY	Fiscal Year
GAO	General Accounting Office
GAP	General Aviation Propulsion
GBS	Global Broadcasting System
GEM	National Consortium for Graduate Degrees for Minorities in Engineering & Science, Inc.
GFP	Government Furnished Property
GFZ	GeoForschungeZentrum
GISS	Goddard Institute for Space Studies
GMSR	General Management Status Review
GN2	Gaseous Nitrogen Dewar
GOES	Geostationary Operational Environmental Satellite

GPO	Government Printing Office
GPP	Government Performance Project
GPRA	Government Performance and Results Act of 1993
GPRA	Government Performance Review Act
GPS	Global Positioning [Satellite] System
GRACE	Gravity Recovery and Climate Experiment
GRB	Gamma Ray Bursts
GRC	Glenn Research Center
GRO	Gamma Ray Observatory
GSA	General Services Administration
GSFC	Goddard Space Flight Center
GSRP	Graduate Student Researcher Program
HACU	Hispanic Association of Colleges and Universities
HALOE	Halogen Occultation Experiment
HARV	High Angle-of-Attack Research Vehicle
HBCU	Historically Black Colleges and Universities
HCMO	Headquarters Correspondence Management Office
HEA	Higher Education Act of 1965
HEDS	Human Exploration and Development of Space
HISTEC	High Stability Engine Control
HPCC	High Performance Computing and Communications
HPCCP	High Performance Computing and Communications Program
HQ	Headquarters
HRDI	High Resolution Doppler Imager
HSCT	High Speed Civil Transport
HSF	Human Space Flight
HSI	Hispanic Serving Institutions
HSR	High Speed Research
HST	Hubble Space Telescope
HUD	Department of Housing and Urban Development
HXLV	Hyper-X Launch Vehicle
IA	Independent Agencies
I/T	Inner Tank
IAF	International Astronautical Federation
IAIC	Interagency Acquisition Internet Council
IAR	Independent Annual Review
ICAF	Industrial College of the Armed Forces
ICAR	Individual Contract Action Report
ICASS	International Cooperative Administrative Support Services
ICM	Interim Control Module (Space Station)
IDA	Institute for Defense Analyses
IDC	Indefinite Delivery Contract
IDP	Individual Development Plan
IEEE	Institute of Electrical and Electronics Engineers
IELV	Intermediate Expendable Launch Vehicle
IFM	Integrated Financial Management
IFMP	Integrated Financial Management Program
IG	Inspector General
IGA	Intergovernmental Agreement

IHE	Institutions of Higher Education
IHTET	Integrated High Turbine Engine Technology
IITA	Information Infrastructure Technology and Applications
IMSPG	International Microgravity Strategic Planning Group
INPE	Instituto Nacional di Pesquisas Espaciais (Brazil) or National Institute for Space Research
IP	Intellectual Property
IPM	International Project Management
IPO	Institutional Program Office
IPR	Intellectual Property Rights
IRA	Institutional Research Awards
IRT	Icing Research Tunnel
ISAMS	Improved Stratospheric and Mesospheric Sounder
ISAS	Institute of Space and Astronautical Science (Japan)
ISO	International Organization of Standardization
ISS	International Space Station
ISSEC	International Space Station as an Engineering Center
ISSP	International Space Station Program
IST	Institute of Simulation and Training
ISU	International Space University
ITALSAT	Italian Ka-Band Satellite
ITCOP	Interagency Tracking and Communications Panel
IV&V	Independent Verification and Validation
IVAS	Innovative Ventricular Assist System
IWDP	Individuals with Disabilities Program
IWG	Investigators Working Group
JBOSC	Joint Base Operations and Support Contract
JCWS	Johnson Controls World Services
JDF	Juvenile Diabetes Foundation
JERS-1	Japanese Earth Remote-Sensing Satellite - 1
JOFOC	Justification for Other than Full and Open Competition
JOVE	Joint Ventures in Research
JPL	Jet Propulsion Laboratory (California Institute of Technology)
JSC	Johnson Space Center
JSF	Joint Strike Fighter
JSMB	Joint Space Management Board
JSRA	Joint Sponsored Research Agreement
KSC	Kennedy Space Center
LAN	Local Area Network
LaRC	Langley Research Center
LASRE	Linear Aerospike Experiment; Linear Aerospike SR-71 Engine
LCAP	Laser Cooling and Atomic Physics
LED	Light Emitted Display
LERD	Limited Exclusive Rights Data
LIS	Lightning Imaging Sensor
LM	Lockheed Martin
LME	Liquid Motion in a Rotating Tank Experiment
LMSAAC	Life & Microgravity Sciences & Applications Advisory Committee
LOE	Level of Effort

LRR	Launch Readiness Review
LTSA	Long-Term Space Astrophysics
MAF	Michoud Assembly Facility
MASTAP	Mathematics, Science and Technology Awards for Teachers and Curriculum Enhancement Programs
MBP	Master Buy Plan
MBRAC	Minority Business Resource Advisory Committee
MCB	Multilateral Control Board
M-CEP	Multicultural Education Program
MCSA	Mir Cooperative Solar Array
MEM	Micro-ElectroMechanical System
MEP	Management Education Program
MGS	Mars Global Surveyor
MI	Minority Institution
MIE	Minority Institutions of Excellence
MIP	Managing the Influence Process
MIPR	Military Interagency Procurement Request
MIS	Management Information System
MiSDE	Mir Structural Dynamic Experiment
MISR	Multi-angle Imaging SpectroRadiometer
MLC	Multicultural Leadership Council
MLP	Mobile Launcher Platform; Multicultural Leadership Program
MOA	Memoranda of Agreement
MODIS	Moderate Resolution Imaging Spectrometer
MOLA	Mars Orbiting Laser Altimeter
MOPITT	Measurement of Pollution in the Troposphere
MOS	Marine Observation Satellite (Japan)
MOU	Memorandum of Understanding
MPM	Multi-Project Management
MRPO	Microgravity Research Program Office
MSFC	Marshall Space Flight Center
MSPB	Merit Systems Protection Board
MTLO	Moscow Technical Liaison Office
MURC	Minority University Research Center
MURED	Minority University Research and Education Division
MUREP	Minority University Research and Education Program
MU-SPIN	Minority University-Space Interdisciplinary Network
NAC	NASA Advisory Council
NAE	National Academy of Engineering
NAFEO	National Association for Equal Opportunity on Higher Education
NAIS	NASA Acquisition Internet Service
NAPA	National Academy of Public Administration
NARA	National Archives and Records Administration
NAS	National Academy of Sciences; Numerical Aerodynamic Simulation
NASA-CIAM	NASA-Central Institute Aviation Motors
NASDA	National Space Development Agency of Japan
NASM	National Air and Space Museum
NCC	National Combustor Code
NCDC	National Climatic Data Center

NEAR	Near Earth Asteroid Rendezvous
NEP	Network Entry Point
NESDIS	National Environmental Satellite, Data, and Information Service
NFS	NASA FAR Supplement
NFSD	NASA FAR Supplement Directive
NGDC	National Geophysical Data Center
NGI	Next Generation Internet
NGST	New Generation Space Telescope
NICMOS	Near Infrared Camera and Multi-Object Spectrometer
NIMA	National Imagery and Mapping Agency
NLR	National Aerospace Laboratory (Netherlands)
NMO	NASA Management Office, JPL
NOAA	National Oceanic and Atmospheric Administration
NODC	National Oceanographic Data Center
NODIS	NASA Online Directives System
NPC	NASA Policy Charter
NPD	NASA Policy Directive
NPG	NASA Procedures and Guidelines
NPMS	NASA Procurement Management System
NPOESS	National Polar-Orbiting Environmental Satellite System
NPR	National Performance Review
NPSS	Numerical Propulsion System Simulation
NQA	National Quality Assurance
NRA	NASA Research Announcement
NRC	National Research Council
NRO	National Reconnaissance Office
NRTS	Network Resources Training Sites
NSCAT	NASA Scatterometer
NSCP	National Space Communications Program
NSF	National Science Foundation
NSROC	NASA Sounding Rocket Operations
NSRS	NASA Safety Reporting System
NSTA	National Science Teachers Association
NSTC	National Science and Technology Council
NTA	National Technical Association
NTSB	National Transportation and Safety Board
OAI	Ohio Aerospace Institute
OARE	Orbital Acceleration Research Experiment
ODIN	Outsourcing Desktop Initiative for NASA
OEOP	Office of Equal Opportunity Programs
OES	Office of Earth Science
OFPP	Office of Federal Procurement Policy
OHSEB	Occupational Health and Safety Executive Board
OIG	Office of Inspector General
OIRA	Office of Information and Regulatory Affairs
OLMSA	Office of Life and Microgravity Sciences and Applications
OMB	Office of Management and Budget
OMU	Other Minority Universities
ONR	Office of Naval Research
OPM	Office of Personnel Management

OSC	Office of Special Council; Orbital Sciences Corporation
OSDBU	Office of Small and Disadvantaged Business Utilization
OSEMA	Office of Safety, Environmental, and Mission Assurance
OSF	Office of Space Flight
OSHA	Occupational, Safety, and Health Administration
OSMA	Office of Safety & Mission Assurance
OSS	Office of Space Science
OSTP	Office of Science and Technology Policy
OWBPA	Older Workers Benefit Protection Act of 1990
P&W	Pratt and Whitney
PA	Privacy Act
PACE	Pre-College Awards for Excellence in Mathematics, Science, Engineering, and Technology
PAO	Public Affairs Officer
PAPCPT	Provide Aerospace Products & Capabilities Process Team
PBC	Performance-Based Contracting; Procurement Based Contracting
PBS	Public Broadcasting System
PCA	Program Commitment Agreement
PCG	Protein Crystal Growth
PCM	Procurement Contract Management
PDC	Project Design Center
PDI	Professional Development Initiative
PDP	Professional Development Program
PDR	Preliminary Design Review
PEM	Particle Environment Monitor; Pacific Exploratory Mission
PHSF	Payload Hazardous Servicing Facility
PI	Principal Investigator
PIC	Procurement Information Circular
PIN	Procurement Installation Number
PIWG	Propulsion Instrumentation Working Group
PM	Project Management
PMA2	Pressurized Mating Adapter
PMC	Polyimide Matrix Composites; Program Management Council; President's Management Council
PMDP	Project Management Development Process
PMDR	Procurement Management Data Report
PMRF	Pacific Missile Range Facilities
PMTP	Procurement Management Technology Program
PN	Procurement Notice
PO	Procurement Officer
POC	Point of Contact
POCC	Payload Operating Control Center
POES	Polar Orbiting Environmental Satellite
POP	Place of Performance
PPC	Procurement Placement Code
PPMI	Program/Project Management Initiative
PR	Purchase or Procurement Request
PROGM	Program Management
PRS	Performance Requirement's Summary
PSP	Performance Surveillance Plan
PUP	Partner Utilization Plan
PWBS	Project Work Breakdown Structure

PWS	Performance Work Statement
R&D	Research and Development
RA	Rehabilitation Act of 1973
RAS	Royal Aeronautical Society
REE	Remote Exploration and Experimentation
REQ	System Requirements
RFI	Request for Information
RFO	Request for Offers
RFP	Requests for Proposals
RLV	Reusable Launch Vehicle
RSA	Russian Space Agency
RSRM	Redesigned Solid Rocket Motor
RTIS	Raytheon TI System
SAES	Solar Array Electrical Simulator
SAGE	Stratospheric Aerosol and Gas Experiment
SAL	Spread Across Liquid Flames
SAM	Software Acquisition Management
SAMS	Space Acceleration System
SAT	Simplified Acquisition Threshold
SB	Small Business
SBA	Small Business Administration
SBD	Small Business Development
SBIR	Small Business Innovation Research
SBTTR	Small Business Technology Transfer Program
SCA	Shuttle Carrier Aircraft
SCAR	Summary Contract Action Report
SDB	Small Disadvantaged Business
SDOM	Station Development and Operations Meeting
SEB	Source Evaluation Board
SECAS	Sun-Earth Connections Advisory Subcommittee
SECME	Southeastern Consortium for Minorities in Engineering
SELARC	Strategic Enterprise George M. Low Award Review Council
SELENE	Selenological and Engineering Explorer
SEMAA	Science, Engineering, Mathematics, and Aerospace Academy
SEP	Senior Executive Program
SES	Senior Executive Service
SESCDP	Senior Executive Service Candidate Development Program
SEUAS	Structure and Evolution of the Universe Advisory Subcommittee
SEWP	Scientific and Engineering Work Package
SFOC	Space Flight Operations Contract
SIC	Standard Industrial Classification
SII	Scientific Instruments, Inc.
SLC-3E	Space Launch Complex 3 East
SLFC	Supersonic Laminar Flow Control
SLWT	Super Lightweight Tank (Shuttle)
SMA	Safety and Mission Assurance
SMC	Senior Management Council
SN	Space Network
SNOE	Student Nitrous Oxide Experiment

SOHO	Solar Heliospheric Observatory
SOMO	Space Operations Management Office
SOREV	Surface Operations Research/Evaluation Vehicle
SOP	Standard Operating Procedure; System Operations Panel
SOW	Statement of Work
SPI	Single Process Initiative
SR&QA	Safety Reliability and Quality Assurance
SRA	Systems Research Aircraft
SRB	Solicitation Review Board
SRTM	Shuttle Radar Topography Mission
SS	Sources Sought
SSC	Stennis Space Center
SScAC	Space Science Advisory Committee
SSCB	Space Station Control Board
SSDI	Solid State Devices, Inc.
SSES	Solar System Exploration Subcommittee
SSME	Space Shuttle Main Engine
SSUB	Space Station Utilization Board
STAC	US-Russian Science and Technology Advisory Council
STC	Science and Technology Corporation
STI	Scientific and Technical Information
STIS	Space Telescope Imaging Spectrograph
SUSIM	Solar Ultraviolet Spectral Irradiance Monitor
T&M	Time and Materials
TBC	Thermal Barrier Coatings
TCAC	Technology and Commercialization Advisory Committee
TCDT	Terminal Countdown Demonstration Test
TCP/IP	Transmission Control Protocol/Internet Protocol
TCU	Tribal Colleges and Universities
TDI	Transistor Devices, Inc.
TDRSS	Tracking and Data Relay Satellite System
THE	The Human Element
TIN	Taxpayer Identification Number
TLC	Technology Leadership Council
TM	Task Management; Technical Monitor
TO	Technical Officer
TOMS	Total Ozone Mapping Spectrometer
TOPEX	Ocean Topography Experiment
TPM	Topics in Project Management
TRC	Technical Review Committee
TRMM	Tropical Rainfall Measurement Mission
TRR	Test Readiness Review
TSPM	Topics in Software Program Management
TTC	Technology Transfer & Commercialization
UARS	Upper Atmosphere Research Satellite
UAV	Unpiloted Aerospace Vehicle
UCA	Undefinitized Contract Actions
UCR	University of California at Riverside
UOP	User Operations Panel

URC	University Research Center
URC-TC	University Research Centers’ Technical Conference
URLabs	Unified Research Laboratories
USA	United Space Alliance
USAR	Undergraduate Student Awards for Research
USBI	United States Boosters, Inc.
USIP	United States Innovation Partnership
USRA	Universities Space Research Association
UTC	United Technologies Corporation
VA	(Department of) Veterans Affairs
VAN	Value-Added Network
VCE	Visual Computing Environment
VCL	Vegetation Canopy Lidar
VE	Value Engineering
VECP	Value Engineering Change Proposal
ViTS	Video Teleconferencing System
VLAB	Virtual Laboratory
VLBI	Very Long Baseline Interferometry
WAAS	Wide Area Augmentation System
WAN	Wide Area Network
WBS	Work Breakdown Schedule
WDC	Workforce Diversity Council
WDR	Wet Dress Rehearsal
WFF	Wallops Flight Facility
WHIO	White House Initiatives Office
WIPO	World Intellectual Property Organization
WOSB	Woman Owned Small Business
WSTF	White Sands Test Facility
WWW	World Wide Web
ZAP	Z-Axis Precession
ZBR	Zero-Based Review